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**REPORT**

**OF THE**

**ADJUTANT GENERAL**

**State of Missouri**

**1 July 1985 - 30 June 1986**

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**CHARLES M. KIEFNER**

**MAJOR GENERAL**

**THE ADJUTANT GENERAL**



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ADJUTANTS GENERAL OF MISSOURI

1820-1829	John O'Fallon
1829-1830	Henry Shurlds
1830-1835	A. J. Williams
1835-1839	Benjamin M. Lyle
1839-1843	James L. Minor
1843-1848	Gustavas A. Ferguson
1841-1851	William G. Minor
1851-1851	William A. Roberts
1851-1857	Addison M. Elston
1857-1860	Gustavas A. Parsons
1860-1861	Warwick Hough
1861-1861	George H. Smith
1861-1863	Chester Harding, Jr.
1863-1865	John B. Gray
1865-1869	Samuel P. Simpson
1869-1870	George L. Childress
1870-1871	Isaac F. Shepard
1871-1873	Albert Sigel
1873-1875	John D. Crafton
1875-1877	George C. Bingham
1877-1881	Ewing Y. Mitchell
1881-1885	John B. Waddill
1885-1889	James C. Jamison
1889-1897	Joseph A. Wickham
1897-1901	Morris F. Bell
1901-1905	William T. Dameron
1905-1909	James A. DeArmond
1909-1913	Frank M. Rumbold
1913-1917	John B. O'Meara
1917-1917	Arthur B. Donnelly
1917-1917	James H. McCord
1917-1918	Andrew V. Adams
1918-1921	Harvey C. Clark
1921-1925	William A. Raupp
1925-1927	Frank M. Rumbold
1927-1933	Andrew V. Adams
1933-1936	Harold W. Brown
1936-1937	Claude C. Earp
1937-1941	Lewis R. Means
1941-1945	Clifford W. Gaylord
1945-1951	John A. Harris
1951-1964	Albert D. Sheppard
1964-1973	Laurence B. Adams, Jr.
1973-1977	Charles M. Kiefner
1977-1981	Robert E. Buechler
1981-	Charles M. Kiefner



## HISTORY AND ORGANIZATION

Missouri's organized militia, from which the National Guard was formed, predates statehood by 12 years. Since statehood, the Adjutant General has served as the Governor's military secretary and head of the National Guard. Affiliated agencies also have lengthy records of service to the people of the state.

The Office of The Adjutant General is provided for by Article III, Section 46 of the Missouri Constitution, operating under provisions of Chapter 41 of the state statutes. Much of the operation of Army and Air National Guard forces are also controlled by federal laws and military regulations.

The Adjutant General is appointed by the Governor with the advice and consent of the State Senate, serving as military secretary and military chief of staff to the Governor. He is the administrative head of the military establishment of the state and administers the activities of two major affiliated agencies, the Division of Veterans Affairs and the State Emergency Management Agency.

Missouri National Guard forces operate within a joint federal-state relationship. The state is involved in funding the operation of armories in the state and some National Guard administrative costs. Some state matching funds are provided for new armory construction. Federal funds cover pay for Guard members, for most full-time Guard employees, and cover the costs of almost all Guard equipment and training expenses.

Under its dual role, National Guard units serve the state under direction of the Governor during times of disaster or emergency when conditions threaten life or public safety beyond the ability of local authorities. Air and Army Guard units train alongside active forces to prepare for their national defense roles as part of the Total Force.

A Military Council serves in an advisory capacity to the Adjutant General, and apportions all appropriations made for military purposes. The council consists of the Adjutant General, general officers of the Guard in Missouri, the commanders of the state's major Army and Air units, and other officers as are felt necessary to the Adjutant General. Senior active Army and Air Force advisors to the Guard and federal and state fiscal officers for the Guard serve as ex officio members.

Major General Charles M. Kiefner has served as Adjutant General in his present term since January 19, 1981.

Our readiness is made possible by the cooperation of the General Assembly, the officials of the executive branch, sister state agencies, and foremost by the dedication of our employees and National Guard unit members. This report reflects their achievements.

## MISSION OF THE MISSOURI NATIONAL GUARD

As provided for under the provisions of the National Defense Act, units of the Missouri National Guard (MONG), both Army and Air, have a dual mission. The State mission is to provide military organizations trained and equipped to function when necessary in the protection of life and property, and in the preservation of peace, order, and the public safety. As Reserve Components of the Army and Air Force of the United States, the Federal mission is to provide trained and qualified individuals available for Federal service in time of war or national emergency, or at such other times as the national security may require augmentation of the United States Armed Forces.

### PRIMARY STAFF OFFICERS

Major General Frank C. Crooks  
\*Military Executive

Colonel Dale L. Strannigan  
\*\*State Maintenance Officer

Colonel Robert A. Morgan  
\*\*Chief of Staff, MOARNG

Colonel Billy W. Hawkins  
\*\*AVCRAD Supervisor

Colonel Allen L. Stark  
\*\*U.S. Property & Fiscal Officer

Colonel William E. Treu  
\*\*Executive Support Staff Officer-Air

Colonel Darrel A. McFerron  
\*\*\*Senior Army Advisor

Major James T. Weber  
\*\*Director of Information Management

Colonel Beverly J. Wolf  
\*\*G1

Major Ronald L. Benward  
\*\*Equal Employment Manager

Colonel Benjamin F. Dennison  
\*\*G3

Major Dennis L. Cruts  
\*Financial Manager (State)

Colonel Willard L. Bean  
\*\*State Army Aviation Officer

Captain Barbara A. Branigan  
\*\*Staff Judge Advocate

Colonel Charles A. Walker  
\*\*Support Personnel Management Officer

Chief Warrant Officer George White  
\*\*Safety Manager

Colonel Robert E. Smith  
\*\*Construction/Facilities Officer

Command Sergeant Major Bill J. Adams  
\*\*State Command Sergeant Major

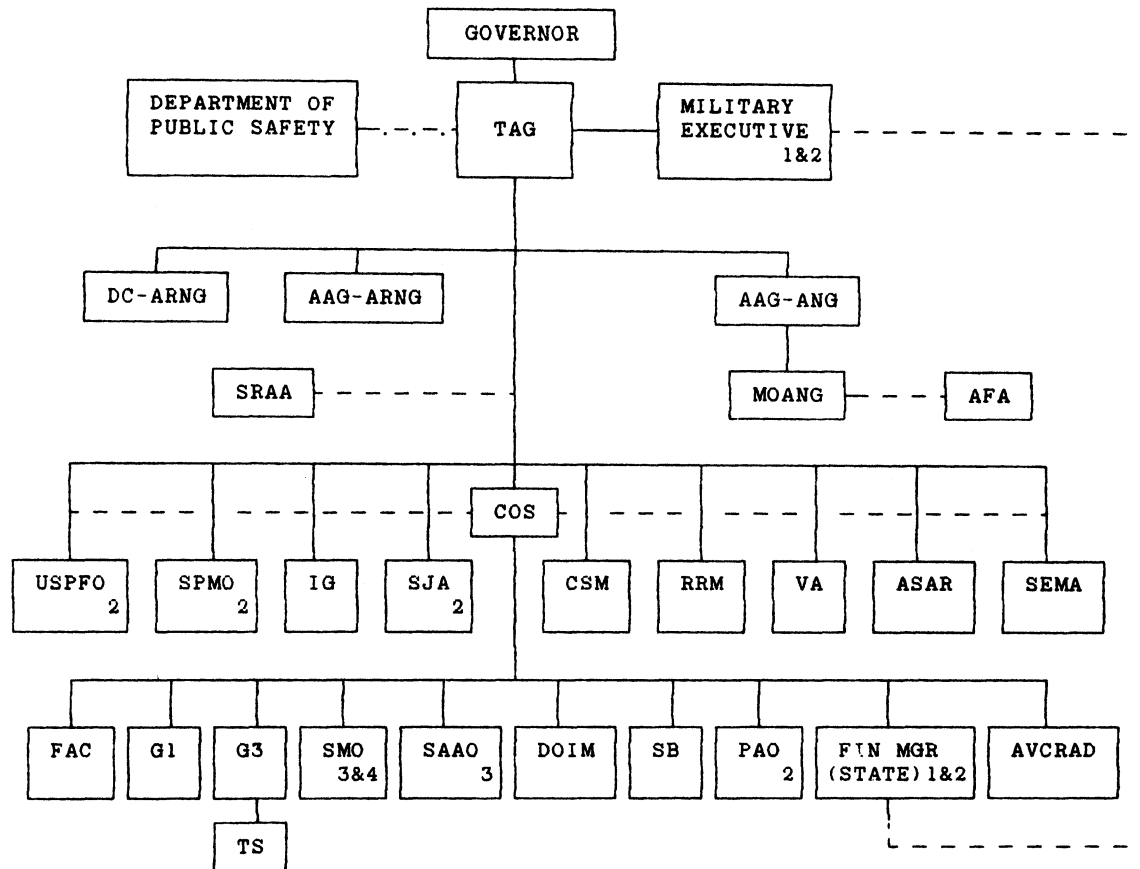
\*denotes state position

\*\*denotes federal position

\*\*\*denotes regular Army Officer assigned by the Department of the Army

Department of Public Safety  
Division of the Adjutant General

Organization Chart





## **DIRECTOR OF INFORMATION MANAGEMENT**

The Information Management Officer serves as the principal staff officer for Army National Guard (ARNG) information management within the state. This position is located in the State Area Command Headquarters (STARC).

### **MAJOR DUTIES:**

(1) Serves as the principal staff officer for ARNG information management (IM). Represents the Adjutant General (AG) in all matters pertaining to IM with senior officials of State agencies, other states, the National Guard Bureau (NGB), IM equipment manufacturers, other Federal agencies, and senior IM business executives. Outlines the direction of the evolving IM process. Identifies problems and specific issues in the broad subject area of IM. Develops policies, programs, and procedures to integrate statewide IM functions and organizational activities.

(2) Designs and implements long and short term IM plans.

(3) Defines IM requirements and provides training to meet IM objectives.

(4) Serves as the principal advisor to the AG on automation security.

(5) Provides technological assistance to users through establishment of an Information Center.

(6) Guides statewide IM development in conformance with the NGB and Department of the Army.

(7) Analyzes telecommunication requirements and designs and implements telecommunication systems to meet requirements.

(8) Analyzes organizational informational processes, composition, and functions for departments of the ARNG and develops solutions for management changes.

## **STATE EMERGENCY MANAGEMENT AGENCY**

The State Emergency Management Agency (SEMA) is responsible for development of a statewide, all emergency preparedness capability to protect and assist the citizens of Missouri in any type of emergency or disaster which may occur. SEMA coordinates activities between Federal, State, and local governments.

When disasters have sufficient impact on the state and local community, SEMA coordinates preparation of requests to the President for major disaster declarations, and if declared, administers assistance to the state or community. When requested by the Governor in serious cases, such federal assistance may be issued for floods, tornadoes, or other disasters when the severity of a situation cannot be adequately relieved by state and local efforts.

SEMA's history extends over more than three decades to initial State Civil Defense efforts in the 1950's. In 1967, the 74th General Assembly provided for the merger of Civil Defense and the Adjutant General's Office, under the Department of Public Safety. The name of the office was then changed from the Division of Civil Defense to the Disaster Planning and Operations Office.

During the 1984 Legislative Session, 81st General Assembly, the office name was changed to its present title to better reflect its current and expanding role.

At the local level, city and county directors of emergency management or emergency preparedness are appointed by the executive officer of each political subdivision. SEMA provides guidance and assistance to local organizations, but does not have command or control over their activities.

While approximately 90 percent of the local directors in Missouri serve in a volunteer capacity, several large communities have full-time paid employees. Others are employed on a part-time basis.

In coordinating emergency activities between local governments, state agencies, and the federal government, SEMA maintains a State Emergency Operations Plan. The plan assigns responsibilities for actions to be taken by appropriate state agencies and departments in the event of an emergency or disaster.

PLANS AND OPERATIONS. During FY 86, there were fortunately no incidents that required implementation of the state emergency operations plan. All incidents involving severe weather or hazardous materials were small and localized in nature. Several requests were made; however, the following evaluation proved none to be of such magnitude that federal assistance was necessary.

Seventeen emergency management assistance program jurisdictions completed or updated their emergency operations plans and several new programs were added to the program. The multi-year development plan was updated and submitted to the Federal Emergency Management Agency on schedule.

Work continued with the Federal Emergency Management Agency throughout the year on the buy-out of the Times Beach dioxin site. The buy-out of the Minker-Stout site was completed. Coordination of the temporary relocation of the residents of the Castlewood site continued.

Missouri's earthquake response planning continued. The SEMA staff attended several earthquake conferences and exercises in the states of California, South Carolina, Kentucky, and Tennessee to advance planning and mitigation efforts for the New Madrid Fault area. Missouri also participated actively in the activities of the Central United States Earthquake Consortium (CUSEC). During FY 86, Missouri also conducted its first statewide earthquake exercise.

Exercises to test the emergency plans for the 10 mile emergency planning zones were also successfully completed at the Callaway Nuclear Plant in Reform, Missouri, and at Cooper Nuclear Station in Brownville, Nebraska.

At least fourteen other projects involving more routine problems were completed by SEMA staff. Requests for these activities came from outside agencies (Federal, state or local). One example of this is the completion of the repatriation plan for American civilians living in Europe.

TRAINING AND EXERCISE PROGRAM. The SEMA training and exercise program focuses on improving both professionalism and emergency operation capabilities in local jurisdictions throughout the state. Training courses are made available to public officials. Exercises are conducted in local government communities to test readiness should a disaster or major emergency occur.

Forty training activities were conducted during FY 86 with a total of 1,058 participants completing courses (this includes 412 participants in the radiological series). Another 3,800 representatives of local government participated in emergency management exercises conducted by SEMA. A large number of local governments also conducted exercises without direct aid from SEMA.

SEMA conducted training activities including nine Formulating Public Policy courses aimed at local public officials to help them understand the need for an emergency management program. Courses were held in Jefferson City, Hannibal, Rolla, Kirksville, Kansas City, Clinton, Macon, St. Peters and Ste. Genevieve with a total of 350 local officials attending.

Also conducted were courses in the Professional Development Series for Emergency Management. These courses include Introduction to Emergency Management; Emergency Planning, Leadership and Influence; Decision-making and Problem Solving; Effective Communications; and Creative Financing. Two Introduction to Emergency Management Courses were held in Jefferson City and one in Kansas City with 100 persons attending. One Emergency Planning course was held in Jefferson City with an attendance of 60 persons. One Leadership and Influence course and one Decision-making/Problem course was conducted in Jefferson City. Those attending these courses number 135.



FEMA emphasized radiological preparedness courses that trained local personnel to deal with peacetime emergencies as well as attack related emergencies. Eighteen Fundamentals Courses for Radiological Monitors were conducted for 303 persons across the state. Two Fundamentals Courses for Radiological Response Teams - St. Charles and Kansas City, were held with a total of 80 participants. One Fundamentals Course for Radiological Officers was offered in Sikeston, 33 persons participated. One Radiological Monitors Instructors Course was offered in Jefferson City with an attendance of 35. Courses to help hospitals deal with handling radiation accident victims were held across the State. A total of 10 Hospital Radiation Accident Courses were offered to 200 participants.

A statewide workshop for local officials and emergency management personnel was held in Jefferson City with 82 participants. This workshop focused on emergency communications and warning, addressed earthquake preparedness and other special topics such as hazardous materials.

Tabletop, emergency operation center exercises and full scale exercises with SEMA providing assistance were held throughout the state. These exercises number 50. An estimated 3,800 local government officials participated in these exercises. The exercises varied from a simple two-hour tabletop to eight-hour full scale exercises. Participants included fire and law enforcement personnel, emergency medical services, emergency management coordinators, public works officials, and private sector personnel. Through these simulated situations, local and state government officials will be better prepared for real emergencies and disasters.

PUBLIC INFORMATION. The Public Affairs and information Office serves as a comprehensive news and information service to present the varied activities of SEMA and related organizations to the public. The office provides technical expertise in the field of journalism - including interpretation, writing and dissemination of information: photography, graphic arts; audio visual work; and knowledge of printing processes, to increase public awareness of the emergency management concept at federal, state, and local levels.

A primary vehicle in carrying out this mission is publication of the bimonthly SEMA newsletter. It contains news of activities by local emergency management and disaster preparedness directors; information about state and federal programs; and issues in the emergency management field. Circulation for the newsletter is about 1,200 to local directors, public officials, elected state officials, and other state agencies.

A new agency brochure, "A State at Risk", which highlights SEMA's programs, was produced in FY 86.

News releases are issued to address SEMA policies or emergency management and disaster activities quickly and accurately as events occur. Media interviews highlighting special SEMA programs help educate the public in the goals and methods of the agency.

Among the programs highly publicized by SEMA in FY 86 was Earthquake Safety for the New Madrid Fault. More than 2,000 Missouri school children benefitted from earthquake safety demonstrations offered by SEMA staff at over 25 schools in the Southeast Missouri and St. Louis areas in the spring of 86. The presentations used the agency's special "shaking table" device to simulate earthquakes, as well as other teaching models to explain the cause of earthquakes and promote personal safety techniques.

During the year, the public information campaign also focused on specialized campaigns such as Winter Safety, Disaster Preparedness Month, and the Statewide Tornado Drill in March. For general information on floods, tornadoes and other disasters, SEMA maintains a Public Display Booth which can be set up at various conferences, gatherings and public meetings. In FY 86, the booth was used at the Missouri State Fair and conferences for the Missouri Association of Counties, the Missouri Municipal League, the State Teachers Association, the Missouri Safety Council, and other functions at various locations in the state.

Special support is provided each year to the Radiological Emergency Planning section in preparation for annual disaster drills at the Callaway Nuclear Plant in Central Missouri and Cooper Nuclear Station in Brownville Nebraska. The latter facility could affect some residents of Northwest Missouri in the event of an accident or emergency at the Cooper facility.

RADIOLOGICAL INSPECTION/MAINTENANCE & CALIBRATION. The Radiological Inspection/Maintenance and Calibration (RI/M&C) Program began operations in 1966. This is a federally funded program under a contract between this office and the Federal Emergency Management Agency. The funding for this contract year was \$74,752, with no cost to the state.

The program provides for the inspection, maintenance, and calibration of some 48,963 radiological detection and measuring instruments to maintain their operational readiness and mission reliability. They are located in public fallout shelters, emergency response facilities, schools, and state and federal installations throughout Missouri. The instruments and equipment have been granted to the state for radiological protection.

At the present time (excluding nuclear power plant support), all instruments are exchanged on a four-year cycle. They are picked up from the local jurisdiction and processed through the RI/M&C facility for an operability check, calibration, and repair if necessary. They are repacked with new batteries and redistributed to the local jurisdictions.

All instruments used for radiological incident response for nuclear power plants are maintained on a yearly cycle. This involves over 1,000 radiation detection instruments.

RI/M&C supports radiological response training by providing instruments, radioactive source sets, and other materials as needed. Members of RI/M&C are available to assist as instructors when necessary. The RI/M&C section controls and maintains records on all radioactive source sets used for training that are on loan to the state.

RADIOLOGICAL PROTECTION PROGRAM (RPP). The purpose of the State Radiological Protection Program (RPP), known as Radiological Defense (RADEF), is to protect Missouri residents from the hazards of radiation exposure. This includes both nuclear attack and peacetime radiological emergencies, i.e., transportation, nuclear power plants, laboratories, etc.

Such protection is provided through pre-emergency planning and development of state and local Radiological Emergency Support Programs. Each local program includes capabilities for detection, measurement, analysis, and reporting radiological data resulting from weapon detonations or other radiological emergencies.

There have been several thousand persons trained in radiological monitoring during the last twenty years. Many are no longer in the program, but new personnel are trained throughout the state each month. Radiological Defense Officers and Radiological Monitor Instructors are being trained to meet local jurisdiction's needs. Twelve aerial radiological monitoring stations have been established, primarily through the Civil Air Patrol.

ALL HAZARD PLANNING. Guidance and assistance is provided to state and local government agencies in the development, exercising and maintenance of emergency operation plans based on the Integrated Emergency Management System concept. Under this concept, the plans address hazards which have been determined to pose a significant threat to the citizens of Missouri and are based on two options for protection - evacuation and shelter. During FY 86 emergency plans were developed or exercised in Phelps, Jefferson, Perry, Ste. Genevieve, Camden, Webster, Dunklin, Cole, Gasconade, Montgomery, Pike, Cooper, Cape Girardeau, Butler, Callaway, Osage, Lafayette, and Newton counties.

Surveys to identify the physical and architectural characteristics of buildings that provide protection from the effects of natural and technological hazards were continued during FY 86. Surveys were conducted in Jefferson, Greene, Chariton, and Carroll counties.

COMMUNICATIONS AND WARNING. SEMA maintains and operates a communications center in the State Emergency Operations Center. This facility serves daily communications needs for SEMA, the Governor's Office, Missouri National Guard armories, and other state agencies as required. The following systems provide wireline or radio communications with local and federal agencies:

- (1) Federal National Warning System (NAWAS)
- (2) Federal National Voice System (FNAVS)
- (3) Federal National Teletypewriter System (FNATS)
- (4) Federal National Radio System (FNARS)
- (5) State Highway Patrol Radio System
- (6) Missouri Uniform Law Enforcement System Teletype Terminal (MULES)
- (7) Law Enforcement Point-to-Point Radio System
- (8) Sheriff's Mobile System
- (9) Statewide Mutual Aid Frequency
- (10) State National Guard Single Sideband Net
- (11) State Highway Department Radio System



- (12) Emergency Management Administrative Net
- (13) Radio Amateur Civil Emergency Service
- (14) Citizens Band Radio Service
- (15) Emergency Broadcast System Remote Pickup Unit
- (16) Conservation Commission Radio System
- (17) Communications Recording System
- (18) A telecopier (Fax) to receive pictures and printed documents by a telephone Radio System
- (19) Federal Highway Administration, US Department of Transportation Emergency communications Radio System
- (20) Civil Air Patrol Radio Capability
- (21) Operation SECURE HF radio and teletype system
- (22) Nuclear Power Plant Radio Repeater System at two sites
- (23) Data Communications terminals using wireline and radio transmission

Seven communications/warning exercises were conducted in FY 86 to enhance operational readiness. One exercise, held in early spring each year, was in cooperation with the National Weather Service in preparation for the tornado season. Two exercises were in nuclear power plant planning, while the fourth and fifth were with the Federal Highway Administration and the State Highway and Transportation Department. Two communications exercises were held in FY 86 - Operation Shakedown (Earthquake) and the Federal exercise, Rex Bravo.

MOBILE EMERGENCY OPERATING CENTER. SEMA maintains and operates a 14-foot step van as a mobile communications and command center. It has eight radio systems, including a radio repeater with telephone interconnect, and a trailer-mounted emergency power generator. The mobile center is maintained on a standby basis for dispatch to any disaster site in Missouri. This unit also serves as the relocatable base station for the Callaway and Cooper Nuclear Plant yearly exercises. A provision for the National Guard emergency channel and a new Highway Patrol command radio was installed. This unit has minimum capability operation secure single side shortwave radio installed. It is also equipped with a FAX unit.

MAINTENANCE AND SERVICES. In accordance with federal law, the purpose of this program is to maintain the emergency management readiness of State and local governments. The Federal Emergency Management Agency provides financial assistance in support of maintaining the operational readiness of alerting and warning systems, emergency communications systems, and emergency operating centers. The program provides 50 percent reimbursement funds to eligible subdivisions for allowable preventive and repair and replacement costs of emergency communications and warning systems and EOC equipment.

No Federal funding was provided for this program during FY 86.

WARNING AND COMMUNICATIONS SYSTEMS. This program provides Federal financial assistance to state and local governments to establish and upgrade communications and warning systems capabilities. When funds are available, the Federal Emergency Management Agency reimburses eligible local subdivisions 50 percent of the cost of such items as outdoor warning systems, cable TV warning systems, and area-wide communications systems.

No Federal funding was provided for this program during FY 86.

EMERGENCY OPERATING CENTERS. Federal funding under this program assists state and local governments to develop Emergency Operating Centers to minimum standards. This includes the capability to direct and control those activities of government which are essential to save lives, protection of property, and restoration of government services in a major emergency. The Federal Emergency Management Agency provides 50 percent reimbursement funds to eligible subdivisions for allowable costs such as architect/engineer fees for design; life support systems; communications equipment for direction and control; electromagnetic pulse protection; and display equipment for operations room.

No Federal funding was provided for this program during FY 86.

BUDGET. SEMA was appropriated \$212,271.00 from state general revenue funds for the fiscal period July 1, 1985 through June 30, 1986. These funds were matched with funds from the Federal Emergency Management Assistance program as follows:

	<u>General Revenue</u>	<u>Federal Funds</u>	<u>Total</u>
Personal Services	\$149,957.00	\$149,957.00	\$299,914.00
Expense and Equipment	<u>62,314.00</u>	<u>62,314.00</u>	<u>124,628.00</u>
	\$212,271.00	\$212,271.00	\$424,542.00

Total Federal funds disbursed by this agency during the 1986 fiscal year, July 1, 1985, through June 30, 1986, in support of various programs: \$3,319,358.00

## FINANCIAL MANAGER (STATE)

Responsible for overall administration and policy direction of the State Division of The Adjutant General operational budgetary programs, providing a wide variety of state support type activities which include: budget development, personnel management, communications, and state property accountability. Also responsible for the monitoring of state support operations of the division to ensure compliance with state administrative policies, financial procedures, and audit requirements. Acts as liaison for the Division for state operational matters with the Department of Public Safety and the Office of Administration.

Some of the principal functions assumed by the State Financial Management Office include: analyzing, preparing, and reviewing the Division's state operational budget to include monies received to support federal/state agreements; preparation of staff reports including recommendations; conferring with division chiefs on administrative and procedural problems; maintenance of state employee personnel files and payroll records; state employee assistance program; state employee recruitment responses; and purchasing supplies, services, and equipment necessary to operate state facilities of the Missouri National Guard.

The Financial Management Office (State) is also responsible for the procurement of supplies and the pay of personnel performing State Active Duty. In FY 86, the Missouri National Guard was called to State Active Duty to provide disaster assistance for victims of a tornado in Southwest, Missouri. A total of \$37,788 was expended from the Governor's National Guard Emergency Appropriation to support this duty.

State appropriations for the military division in FY 86 supported six programs: Office of The Adjutant General Administration, Field Support, Contract Services, Air Search and Rescue, Armory Revolving Fund, and Governor's National Guard Emergency Account. The following financial summary details FY 86 operational program appropriations and expenditures.

### FY 86 STATE APPROPRIATION AND OPERATIONAL EXPENDITURE SUMMARY

	<u>APPROP(1)</u>	<u>WITHHOLDING</u>	<u>NET APPROP</u>	<u>EXPENDITURE</u>
ADMINISTRATION				
Personal Services	883,186	16,549	866,637	862,328
Expense & Equipment	200,811	0	200,811	199,812
FIELD SUPPORT				
Personal Services	419,716	12,592	407,124	402,353
Expense and Equipment	375,944	0	375,944	375,868
Fuel & Utilities	705,370	84,062	621,308	621,306
AIR SEARCH AND RESCUE				
Expense & Equipment	7,695	231	7,464	7,464



CONTRACT SERVICES

Personal Services (Fed)	2,695,733(2)	0	2,695,733	2,378,666
Personal Services (State)	317,867	0	317,867	317,303
Expense & Equipment	332,902	0	332,902	332,494

ADJ GEN REVOLVING FUND	54,997	0	54,997	54,997
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STATE EMERGENCY DUTY

State Support Payments	150,000(3)	0	150,000	37,778
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TOTAL	6,144,221	113,434	6,030,787	5,590,369
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(1) Appropriations listed are State General Revenue unless noted.

(2) Contract Service federal funding appropriation amount listed reflects the state appropriation for the program, but does not necessarily reflect actual federal funding available.

(3) The Governor's Emergency Appropriation is released only to support National Guard State Active Duty expenses. Unused funds lapse to General Revenue.

## STAFF JUDGE ADVOCATE

The Staff Judge Advocate (SJA) is the full-time military attorney for the Missouri National Guard. Federally recognized by the Judge Advocate General of the Air Force, the SJA is responsible for the effective management and accomplishment of the day-to-day legal workload necessary to provide legal services and support to the Adjutant General, staff elements of both the Missouri Army and Air National Guard, and subordinate units, as well as to the United States Property and Fiscal Officer and his staff. The SJA provides professional legal advice and opinions on issues arising from Federal laws and regulations or concerning the Federal mission of the National Guard.

Responsibilities include preparation of litigation reports, briefs, pleadings, and other legal papers associated with civil litigation involving Federal interests and aspects of the National Guard. The SJA also reviews contracts, procurement actions, real property instruments, and civil/administrative matters for legal sufficiency.

The SJA is also the claims officer responsible for processing all administrative claims against and in favor of the Federal Government. Governed by Federal law and regulation, claims against the Government are adjudicated and settled by claims service offices of the Army or Air Force, as appropriate. Administrative claims are cognizable under various statutes including the Military Claims Act, Federal Tort Claims Act, Military and Personnel Claims Act, and National Guard Claims Act. Typically, claims against the Government are brought when damage to civilian property occurs as a result of training activities of the National Guard.

The most important claims statutes to members of the National Guard are the Federal Tort Claims Act and the Federal Drivers Act. Claims for money damages for death, personal injury, or damage to or loss of property (real or personal) may be payable under the Federal Tort Claims Act when the injury or damage is caused by negligent or wrongful acts or omissions of military personnel, Federal civilian employees, or military and competitive technicians while acting within the scope of their employment under circumstances in which the United States, if a private person, would be liable to the claimant in accordance with the law of the place where the act or omission occurred. For purposes of the Federal Tort Claims Act, the Army or the Air Force may be responsible for the actions of National Guard members and employees when engaged in training or duty under Sections 316, 502, 503, 504, or 505 of Title 32 of the United States Code, and for technicians employed under 32 U.S.C. 709.

The Federal Drivers Act, also known as the Military Drivers Act, requires that the exclusive remedy is against the U.S. Government "for injury or loss of property or personal injury or death, resulting from the operation by any employee of the Government of any motor vehicle while acting within the scope of his office or employment . . ." Here, "employee of the Government" includes officers or employees of any Federal agency, including military and competitive technicians employed under 32 U.S.C. 709, and members of the National Guard while engaged in training or duty under Section 316, 502, 503, 504, or 505 of Title 32 of the United States Code.

Claims in favor of the Government are brought under the Federal Claims Collection Act and the Federal Medical Care Recovery Act. Just as administrative claim actions can occur due to civilian property damaged as a result of National Guard activities, occasionally Government property is damaged or its personnel injured as a result of negligence by third persons. Damage to Government property by a third party may result in the U.S. Government making a claim against the responsible party or their insurer under the Federal Claims Collection Act.

Whenever the United States is authorized or required by law to furnish medical care for injuries suffered by a person "under circumstances creating tort liability upon some third person," the United States may recover from third persons the reasonable cost of the medical care furnished. These claims are made under the Federal Medical Care Recovery Act and can include the cost of medical care furnished by VA hospitals and medical care furnished by private physicians when Federal payment or reimbursement is required or authorized, as well as medical care furnished by military medical treatment facilities.

In fiscal year 1986, a total of 38 administrative claims were brought against or in favor of the Government concerning activities of the Missouri National Guard. Thirty of these claims were made against the Government, and eight were in favor of the Government. Of these, 33 claims were brought as results of motor vehicle accidents. All claims in favor of the Government were for damage to Government vehicles caused by the negligent acts of third persons.

All claims were handled administratively and none resulted in litigation. No civilian deaths or significant injuries occurred as a result of any activities of the Missouri National Guard.

## CONSTRUCTION/FACILITIES

Sixty Missouri communities utilize more than 480 armories, hangars, maintenance shops, vehicle storage structures, warehouses and other special purpose buildings constructed and operated through joint federal and state ventures.

The construction of a St. Joseph armory and organizational maintenance shop (OMS), Kennett armory, and Harrisonville armory and OMS were completed during Fiscal Year 1986.

The State approved funds in FY 86 to provide 25 percent matching funds along with 75 percent federal funds for the design and construction of new armories at Boonville, Festus, Lebanon, Aurora, Monett, and an armory addition at Springfield. All are on state owned land.

Additions to armories at Lexington and Jefferson City are under construction. They are being constructed totally with federal funds due to their use by the 35th Infantry Division.

Jefferson Barracks, home for four Air National Guard (ANG) and seven Army National Guard (ARNG) units, is located in southeast St. Louis county overlooking the Mississippi River. The "Barracks" includes 46 buildings and structures located on the 135 acres of land. The entire complex is state property, leased to the federal government and licensed back to the state for use by the Missouri Army and Air National Guard. In addition to buildings, support facilities include 55,623 sq. yds. of roads, 14,300 sq. yds. of paved parking, and approximately 10,000 linear feet of security fencing.

Air Operations and Maintenance agreement funding for FY 86 was \$506,455, including \$99,155 in state funds and \$407,300 in federal funds. Several ANG projects are in various stages of programming or design. These include an addition and alteration to the support equipment shop; repair by replacement of the vehicle fueling system; and maintenance of the sidewalks, Building 37.

Camp Clark is a state-operated training site located on 1,287 acres of land near Nevada, Missouri. It holds 266 buildings which are used by various types of military units. Half the real estate is licensed from the Federal Government, and the remaining half is owned by the state. A significant number of maintenance and repair projects were completed to buildings and utilities during FY 86.

Fort Crowder, near Neosho, Missouri, is an outdoor training site licensed from the Federal Government. Six buildings are located on 4,613 acres used for specialized National Guard field training exercises. Major projects for Fort Crowder include a comprehensive master plan with supporting documents such as drawings, specifications, and federal funding requests for a proposed \$10 million construction and upgrading of the facility. This would include three company-sized housing units and other supporting facilities. A new automatic record fire rifle range and a new pistol range are under construction in 1986.

Air National Guard Base at Lambert-St. Louis International Airport is located on 24.93 acres of Federally owned land on the south side of Natural Bridge Road, and 23.41 acres of airport land, leased to the Federal Government by the city of St. Louis, all of which is licensed to the State of Missouri for use by the Missouri Air National Guard. The real property consists of 69 facilities. The facilities include 31 buildings (312,480 SF), 55,686 SY of aircraft parking apron, and 99,145 SY of roads, sidewalks, parking lots, and storage yards. The replacement value of the ANG facilities at Lambert is estimated by ANGSC/DEO at \$64.2 million. Estimated cost of relocating the ANG facilities is \$200 million.

Major projects completed in the past 12 months include: alteration of Building 110 for Avionics Maintenance Shop (\$20,000); alteration of Building 2 (\$685,656); replacement value of Aircraft Parking Apron between Buildings 1 and 2 (\$315,000); repair of the RSU (old Air Traffic Control Tower (\$82,772); construction of an Avionics Storage facility (\$49,500); repair of the interior of Building 50 (\$24,000).

Major projects in construction phase include: installation of fire suppression system (\$835,700).

Major projects 100 percent designed in past 12 months: addition/alterations of Squadron Operations, Building 1 (\$3,100,000).

Total RPM funds expended during FY 86 to support missions presently assigned or programmed to maintain the established maintenance and repair program necessary to ensure existing facilities are maintained were over \$134,000.

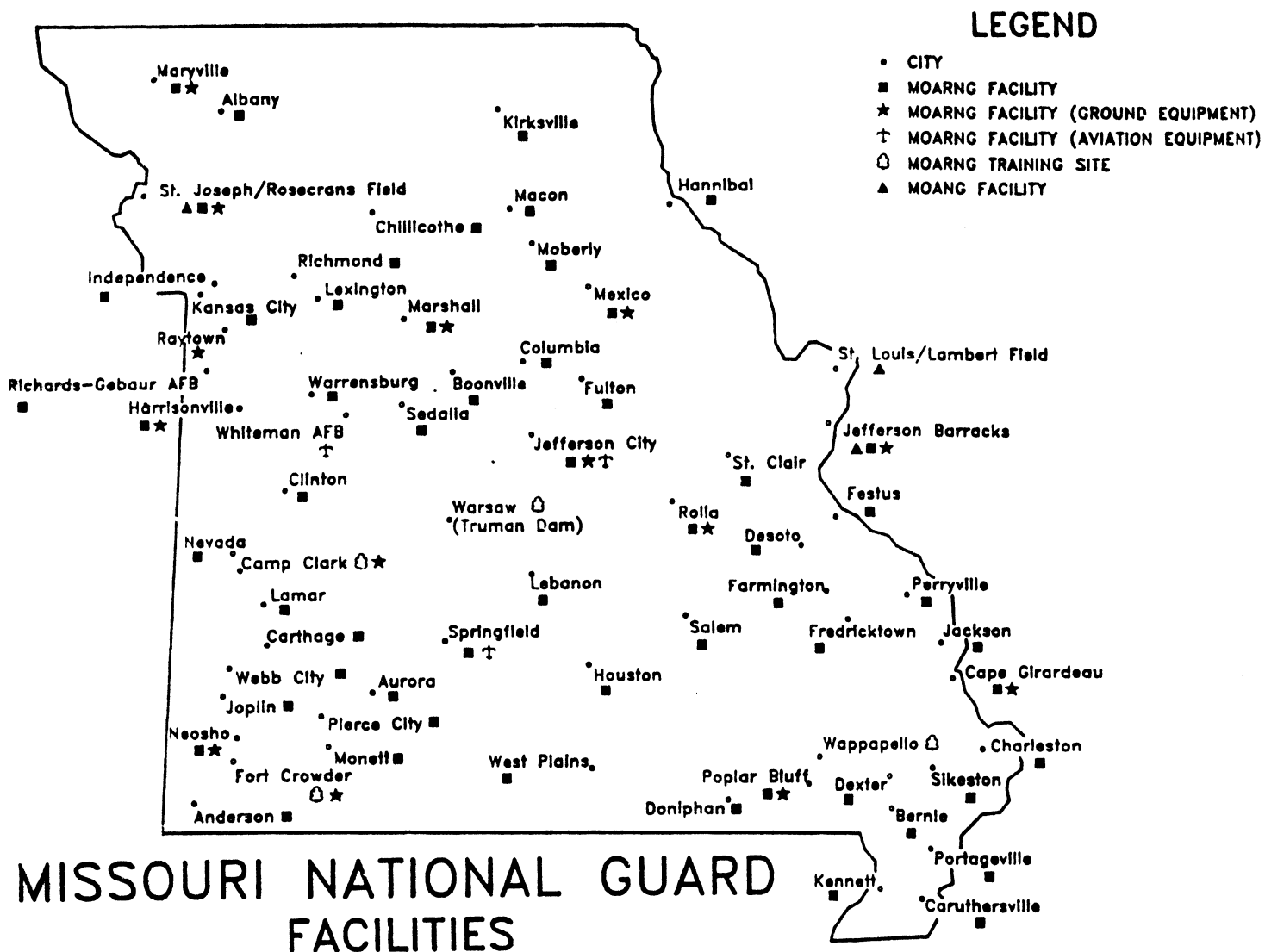
Future construction will include construction of a new Munition Maintenance facility (\$1,200,000) and erection of an second Mobility Storage Warehouse (\$332,500).

Rosecrans Air National Guard Base is located on 82.15 acres of land located at Rosecrans Memorial Airport, St. Joseph, Missouri. (54.15 acres owned by the Department of the Air Force, 28 acres leased from the City). Right-of-way easements total 7.58 acres. Two hundred and seven acres are leased from the City at the airfield for a Tactical Aerial Drop Zone. Facilities include: 34 buildings (232,404 SF); aviation fuel storage (300,000 gallon capacity); aircraft parking and hangar access taxiways (109,294 SY); electrical distribution system (20,650 LF); and vehicle parking (39,644 SY). Total real property value is \$8,708,000. Major construction anticipated in the near future includes a Composite Support Facility for the Clinic, Dining Hall, & Security Police (\$2,500,000); Avionics Facility (\$750,000); Aircraft Maintenance Shop (\$220,000); modifications to the existing Operations and Training Facility (\$1,200,000); additions to Aircraft Support Equipment Shop (AGE) and Squadron Operations. All land and facilities are licensed from the Department of the Air Force to the State of Missouri for Air National Guard purposes at no cost to the State. All costs of the operations are funded by the Federal Government except operations and maintenance of the facilities for which the State of Missouri funded \$265,669 in FY 86 and \$825,497 was funded by the Federal Government.

Fort Leonard Wood Air-to-Ground Range (Cannon Range) is located in Pulaski County, Missouri, in the southwest corner of Fort Leonard Wood. The Air National Guard has exclusive use of 305 acres and joint use with the Army of a 2,500 acre safety fan. All land is granted by permit from the Army and licensed to the State of Missouri by the Air Force for use by the Missouri Air National Guard. Facilities presently consist of a range control building (1,565 SF), two observation towers, a helicopter pad (178 SY), two flagpoles, a water well, 35 SY of sidewalk, and 582 LF of security fence. Prime electrical power is provided by Laclede Electric Cooperative by 2.5 miles of overhead distribution lines. The range is operated by seven full-time personnel and is host to nine units from seven states, flying A-7, A-10, F-4, and A-4 (marine) aircraft, and UH-1 and Cobra helicopter gunships.

Projects accomplished/materials purchased during the past 12 months include: significant improvements in the operations building by construction of latrine facilities, a kitchen and dining area.





## OFFICE OF AIR SEARCH AND RESCUE

This office was created within the military division of the executive department, Office of the Adjutant General, by the Missouri Legislature in 1979. The commander of the Civil Air Patrol (CAP), Missouri Wing, is the ex officio head of the office.

The Missouri Wing, CAP, is an all volunteer organization comprised of approximately 575 senior members and 415 cadets assigned to 25 squadrons across the State. Missions performed include search and rescue operations; assistance in national, state, and local disasters requiring air transportation; damage assessment; communications; and similar emergency service activities. Mission assignments are originated by the 10th Air Force, the 5th Army, or the State Emergency Management Agency. Mission authorization is issued by the Air Force Rescue & Recovery Service located at Scott AFB, Illinois.

Resource capability includes the following:

### Communications

- \* 64 HF land stations, fixed and mobile.
- \* 208 VHF FM stations, fixed and mobile.
- \* 235 total stations operating on USAF authorized frequencies.
- \* 5 fixed station VHF FM Repeaters--Kansas City, Springfield, Jefferson City Sedalia, and St. Louis.
- \* 2 Mobile VHF FM Repeaters capable of airborne operation.
- \* 11 Direction Finding Units, hand held, for ELT search.

### Aircraft

- \* 4 Cessna Skyhawk, C-172. Corporate-owned and equipped for IFR operation. Each is equipped with ELT DF and VHF FM radio equipment.
- \* 78 member-owned aircraft, single and multi-engine. Some are equipped for ELT search and VHF FM communications. These aircraft are generally available to supplement the corporate aircraft when required.

### Vehicles

- \* 19 corporate-owned vehicles ranging from several 12 passenger vans to 2-1/2 ton trucks.
- \* Unknown number of member-owned vehicles which can be used on CAP authorized missions. The number probably exceeds 100 and they range from the family sedan to 4-wheel drive vehicles.

### Flight Crews

- \* 128 licensed pilots on roll. At any given time, approximately 70 percent of those on roll meet flight currency requirements for CAP missions. A flight crew normally consists of pilot, observer, and scanner. All must meet the annual/biannual training and currency requirements to operate on a mission.

### Ground Teams

- \* There are 22 recognized ground teams consisting of a Team Leader, one person with advanced first aid or EMT rating and one or more cadets. Each team has a vehicle, communications, and the ability to be self-sustaining for up to 24 hours. Like the flight crews, the ground teams have biannual training and currency requirements.

## DIVISION OF VETERANS AFFAIRS

The Division now operates three Missouri Veterans Homes located in St. James, Mount Vernon, and Mexico. A fourth home is under construction in Cape Girardeau and should be completed in 1989.

The state veterans cemeteries have been approved and the first site has been selected. Land has been donated in the Kansas City area.

A fourth Missouri Veterans Home is being planned, but funds have not been appropriated at this time.

The fiscal year 1986 Expenditure Summary is attached.

### Fiscal Year 1986 Expenditure Summary

	<u>FY 86 GENERAL REVENUE</u>	<u>FY 86 HOME FUND</u>	<u>FY 86 TOTALS</u>
Administration/Service to Veterans			
Personal Services	\$952,289	0	\$952,289
Expenses and Equipment	<u>131,421</u>	<u>0</u>	<u>131,421</u>
TOTALS	\$1,083,710	\$0	\$1,083,710
St. James Home			
Personal Services	\$465,616	\$1,785,279	\$2,250,895
Expense and Equipment	<u>70,423</u>	<u>756,310</u>	<u>826,733</u>
TOTALS	\$536,039	\$2,541,589	\$3,077,628
Mount Vernon Home			
Personal Services	\$63,517	\$790,552	\$854,069
Expense and Equipment	<u>152,755</u>	<u>508,457</u>	<u>661,212</u>
TOTALS	\$216,272	\$1,299,009	\$1,515,281
Mexico Home			
Personal Services	\$619,976	\$741,853	\$1,361,829
Expense and Equipment	<u>70,638</u>	<u>495,916</u>	<u>566,554</u>
TOTALS	\$690,614	\$1,237,769	\$1,928,383
DIVISION TOTALS:	\$2,526,635	\$5,078,367	\$7,605,002

## SUPPORT PERSONNEL MANAGEMENT OFFICE

This office provides central personnel administration and management services for all ARNG and ANG full-time support personnel.

Military technician personnel are employed under the provisions of Title 32, Section 709, United States Code, and Active Guard Reserve (AGR) personnel are employed under Title 32, Section 502f, United States Code. There are several types of AGR personnel: AGR-FTM (additive unit support positions), Standard Installation/Division Personnel System (SIDPERS), Decentralized Automated Service Support System (DAS 3), Readiness, and Full-Time Recruiting and/or Retention Force (FTRF).

The full-time support personnel are categorized as follows:

	MOARNG	MOANG		
Military Technicians	624	531	=	1155
AGR-C (Converted Positions)	0	116	=	116
AGR-FTM	372	28	=	400
Active Component (FTM)	4	0	=	4
AGR-Other (SIDPERS, Readiness, DAS 3, etc.)	33	0	=	33
FTRF	79	13	=	92
TOTAL	1112	688		1800

The Support Personnel Management Office (SPMO) is composed of three separate sections with responsibilities in the following major areas:

TECHNICIAN MANAGEMENT OFFICE (TMO). The TMO provides civilian personnel administration for assigned Federal Military Technician personnel (both ARNG and ANG) of the Missouri National Guard. It provides the Adjutant General, his staff, managers and supervisors and the SPMO with technical assistance in all areas of technician personnel administration to include funding and manpower allocations; develops and administers technician personnel policies and programs and administers legal, regulatory and procedural controls affecting technician personnel. The TMO is composed of three sections as follows:

a. PERSONNEL MANAGEMENT. This section is responsible for implementation and operation of the merit promotion system, employee training and development program, grievances and appeals, position management and position classification, technician recruitment and placement, incentive awards program, and plans for and implements reduction-in-force procedures when required.

b. EMPLOYEE SERVICES. Maintains central library of publications relating to technician personnel administration; processes personnel actions and initiates actions on step increases, permanent change of station allowances, retirements and other actions; advises employees and supervisors of employee benefits such as insurance, leave, retirement, death and disability. Establishes rates of pay, and establishes and maintains Employee Performance Files, Official Personnel Folders and Employee Medical Files for each military technician. Responsible for the performance appraisal and Workers' Compensation programs.

c. LABOR MANAGEMENT RELATIONS. The primary purpose of the Labor Management Relations section is to provide comprehensive labor relations services within the state in contract negotiations, contract administration, and administrative proceedings. Functions in the area of contract negotiations include consulting with all levels of management to develop agency policies on and positions for negotiations, and providing advice on developing management proposals and strategies as well as determining when union proposals may be nonnegotiable under federal laws. The area of contract administration entails advising management on the daily administration of the collective bargaining agreement, interpreting the intent of the contractual language, attempting to resolve problems that arise over application of contract provisions, and meeting with union representatives during the life of the contract to negotiate the impact of new programs and policies. Responsibilities under administrative proceedings involve developing and representing the state's position in proceedings such as unfair practice charges and complaints, grievance proceedings and arbitration. The National Association of Government Employees is the exclusive representative for technicians in the bargaining unit, with three locals of the Air National Guard and one local covering Army National Guard technicians throughout the state.

MILITARY DUTY MANAGEMENT. Advises the SPMO, managers and supervisors on regulatory and procedural requirements affecting ARNG and ANG military duty personnel. Develops and implements programs, plans, and procedures to support the Military Duty Program in areas such as recruitment, eligibility requirements, career management, benefits and entitlements, education and training, separations, appointments and processing procedures, transfers, manpower management and strength accountability.

EQUAL EMPLOYMENT OPPORTUNITY. This office is responsible for the plans and programs for full-time personnel in areas of equal opportunity, affirmative action, discrimination investigations, and EEO training programs to include sexual harassment. During the year the EEO section participates in meetings with community action organizations interested in improving equal employment opportunity relationships. May address groups regarding EEO policies, practices, and goals in the National Guard. Solicits community support in assisting the National Guard to eliminate underrepresentation of minority groups.

## THE UNITED STATES PROPERTY AND FISCAL OFFICER

The Office of the United States Property and Fiscal Officer (USPFO) for Missouri, located at Jefferson City, Missouri, is the principal fiscal and logistical agency of the Missouri National Guard. This activity is charged with the management of, and accountability for, all Federal funds and property of the United States provided the Missouri National Guard. This office currently administers an Army National Guard (ARNG) operational budget of over \$68 million dollars, maintains an ARNG equipment inventory valued in excess of \$170 million dollars, and an Air National Guard (ANG) operational budget of over \$39 million dollars.

Management of the Army resources is accomplished through five operating entities: Logistics, Comptroller, Analysis and Internal Review, Purchasing and Contracting, and the Data Processing Installation. Management of Air National Guard resources is accomplished by an Assistant USPFO at each Air Base.

Employees of the USPFO are federal technicians or active duty personnel authorized to advise and assist the Adjutant General in the execution of approved plans, policies, and programs; provide day-to-day logistical and fiscal support for all ARNG units and organizations; prepare appropriate portions of state-level plans for the operational employment of ARNG units in the event of state or local emergencies and for federal mobilization.

The federal technicians employed in the USPFO Office are allocated to the state by the Chief, National Guard Bureau. The current work force includes over 100 Technicians.

The Comptroller Division has placed additional emphasis on the controls and procedures to pay all troops in a more timely manner. This includes both inactive duty training and annual training pay. Payment for short tours of duty are processed within three days of completion of duty. Added emphasis has also been placed on bonus and incapacitation pay.

Even though an Analysis and Internal Review System was in being, the program continues to be enhanced through professional auditor training. Emphasis is being placed on areas of management effectiveness, with a joint application to Army and Air National Guard activities. The Analysis and Internal Review Division serves as a focal point for outside audit agencies such as Defense Audit Services (DAS), Government Accounting Office (GAO), as well as the U.S. Army Audit Agency (USAAA), and Department of the Army Inspector General.

An ever-increasing emphasis on readiness of the National Guard will provide numerous challenges affecting the organization and functions of the USPFO, the training of personnel, and will necessitate constant vigilance in the allocation of resources to effectively accomplish state and federal objectives.



Logistical support of the Army National Guard continues with increased emphasis being placed on management of excesses and updating equipment to enhance readiness. Each unit has been issued a Prescribed Load (PL) of repair parts and a vehicle to transport it on. We have purchased camouflage systems for all units. This will enhance the ability of units to remain undetected in combat. We are planning for the receipt of medical equipment from Ft. Campbell, Kentucky, to equip the new MASH Unit at Richards Gebaur AFB, Missouri.

Listed below are Federal expenditures of Army National Guard pay and allowances, and salaries by location in Missouri, during Fiscal Years 1986.

<u>LOCATION</u>	<u>ANNUAL TRAINING</u>	<u>IDT</u>	<u>FTS SALARIES</u>	<u>TOTALS</u>
Kansas City	\$395,528	\$1,558,660	\$2,059,636	\$4,013,824
Jefferson City	957,578	5,485,825	7,311,106	13,754,509
Jefferson Barracks	589,947	1,682,089	1,667,756	3,939,792
Springfield	165,794	983,987	2,989,608	4,139,389
St. Joseph	129,407	376,798	431,402	937,607
Cape Girardeau	212,908	558,070	911,445	1,682,423
Nevada	830,544	461,112	433,245	1,724,901
Marshall	60,770	159,217	154,211	374,198
Weldon Springs	81,255	109,720	279,955	470,930
Warrensburg	175,985	718,531	1,152,897	2,047,413
Lexington	69,350	208,664	123,902	401,916
Clinton	51,555	178,359	100,043	329,957
Sedalia	120,976	293,552	327,674	742,202
Independence	47,322	137,307	99,121	283,750
Boonville	17,697	86,969	24,780	129,446
Lamar	37,974	118,599	123,902	280,475
Pleasant Hill	63,758	360,072	176,227	600,057
Albany	76,277	211,999	75,262	363,538
Chillicothe	64,676	188,678	100,043	353,397
Richmond	53,071	135,382	76,184	264,637
Maryville	87,134	229,957	250,557	567,648
Aurora	56,990	213,269	100,043	370,302
Anderson	38,065	129,190	75,262	242,517
Neosho	35,591	129,790	333,202	498,583
Carthage	84,003	266,553	124,823	475,379
Monett	100,937	182,959	75,265	359,161
Pierce City	67,075	148,855	50,481	266,411
Webb City	31,950	139,537	75,262	246,749
Joplin	161,953	392,555	327,674	882,182
Lebanon	87,751	147,445	25,331	260,527
Rolla	88,695	268,790	303,815	661,300
St. Clair	74,891	274,776	100,964	450,631
Salem	49,784	142,165	50,481	242,430
West Plains	41,297	125,445	75,262	242,004
Kirksville	58,528	154,605	24,780	237,913
Mexico	39,637	105,021	229,474	374,132
Columbia	112,249	241,631	227,630	581,510
Fulton	46,618	148,451	276,270	471,339
Moberly	51,051	181,019	100,043	332,113

<u>LOCATION</u>	<u>ANNUAL TRAINING</u>	<u>IDT</u>	<u>FTS SALARIES</u>	<u>TOTALS</u>
Hannibal	89,853	243,996	124,823	458,672
Warrenton	72,660	237,680	100,043	410,383
Festus	45,688	152,200	75,262	273,150
Desoto	58,716	186,913	24,780	270,409
Jackson	40,226	115,420	75,262	230,908
Charleston	27,274	83,488	49,561	160,323
Perryville	50,894	143,132	74,340	268,366
Fredericktown	25,476	93,296	50,481	169,253
Sikeston	41,455	114,129	75,262	230,846
Portegville	30,338	102,573	74,340	207,251
Farmington	74,532	235,971	124,812	435,315
Dextar	56,266	171,433	149,603	377,302
Kennett	35,205	96,273	99,121	230,599
Caruthersville	26,299	92,199	75,262	193,760
Doniphan	28,599	99,771	25,331	153,701
Poplar Bluff	118,939	398,173	203,771	720,883
Bernie	43,509	167,810	50,481	261,800
				<hr/> 49,650,113

## STATE AWARDS

MERITORIOUS SERVICE MEDAL. This medal is the highest honor awarded by the State of Missouri to individuals who have performed valorous or meritorious military service which reflects honorably and creditably upon the State of Missouri. Not more than one Meritorious Service Medal shall be awarded or presented. It may be awarded for valor or merit.

CONSPICUOUS SERVICE MEDAL. The second highest honor awarded by the State. It may be awarded to Guardmembers and civilians who have performed distinguished and conspicuous service or services, either civilian or military, which reflect honorably and creditably upon the State of Missouri. Oak Leaf Cluster will be presented for second or succeeding awards.

MISSOURI NATIONAL GUARD COMMENDATION RIBBON. It is authorized to be awarded to members of the Missouri National Guard only as tangible evidence of public recognition of commendable service, outstanding acts or achievement. Oak Leaf Cluster will be presented for second or succeeding awards.

MISSOURI NATIONAL GUARD RECRUITING/RETENTION RIBBON. It is authorized to be awarded to members of the Missouri National Guard only to provide tangible evidence of public recognition who have given distinguished service to the State of Missouri by enhancing the numerical strength of the National Guard through recruiting and retaining members. Oak Leaf Cluster will be presented for second or succeeding awards.

ADJUTANT GENERAL'S TWENTY BADGE AND RIBBON. It is authorized to be awarded to those individuals of the Missouri National Guard who are currently active members and have actively competed in the State Combat Matches from 1 January 1968 to recognize exceptional marksmanship achievements.

GOVERNOR'S TWELVE TAB. It is authorized to be awarded to those individuals of the Missouri National Guard to recognize the exceptional marksmanship achievements of those three new shooters who have actively competed in the annual Army Area Reserve Component (FORSCOM) Composite Rifle Matches from 1 August 1966. An individual shall be eligible for only one award.

NATIONAL GUARD OF THE UNITED STATES SERVICE RIBBON. This ribbon with Berlin Crisis Clasp has been awarded to those members of the Missouri National Guard ordered to active duty with the Armed Forces of the United States during the period 1 September 1961 through 31 August 1962.

STATE EMERGENCY DUTY SERVICE RIBBON. Awarded to members of the Missouri National Guard ordered to State Active Duty in time of emergency by the Governor to uphold the law and preserve order, protect lives and property, assist civil authorities, and for the aid and relief of civilians in disaster. This award shall apply to State service rendered on or after 1 January 1968. A bronze star attachment will be issued for a second and succeeding award and a silver star attachment may be worn in lieu of five bronze star attachments.

**CERTIFICATE OF MERIT.** It is authorized to be awarded to recognize periods of faithful service, acts, or achievement of good public and community relations in the interest and support of the Missouri National Guard.

**CERTIFICATE OF APPRECIATION.** It is authorized to be awarded to Missouri National Guard personnel upon separation as a result of retirement. The certificate is signed by the Adjutant General and the Governor and has the Great Seal of Missouri affixed. The text of the Certificate is an expression of the appreciation of a grateful citizenry.

**CERTIFICATE OF SERVICE.** This certificate, designed by the National Guard Bureau, is for issue to individuals upon their retirement or transfer from the Army or Air National Guard in recognition of more than 20 years of honorable or faithful service in the Armed Forces of the United States, at least 10 of which were in the Army or Air National Guard.

**MISSOURI NATIONAL GUARD SERVICE RIBBON (Five Years).** Awarded to persons who have completed five years of honorable service in the MONG on or after 20 May 1971.

**LONG SERVICE RIBBONS.** Awarded to persons of the MONG who have served honorably for at least 10 years in the MONG. This service does not have to be continuous and service rendered in any of the Armed Forces of the United States as a result of, or in connection with, membership in the MONG shall be considered as a part of such service. A Hawthorn Cluster, to conform to the official floral emblem of the state, to be worn on the ribbon shall be awarded as follows: a bronze cluster for 25 years service, a silver cluster for 30 years service, and a gold cluster for 35 or more years service.

**MISSOURI NATIONAL GUARD ACTIVE DUTY BASIC TRAINING SERVICE RIBBON AND CERTIFICATE.** The Ribbon and Certificate are designed to recognize members of the MONG who have honorably and successfully completed an active duty basic training course while a member of the MONG. These awards may be presented to all trainees after honorable and successful completion of active duty basic training and award of a primary MOS/AFSC.

**CERTIFICATE OF MERIT, MILITARY.** This certificate is to recognize periods of faithful service, acts or achievements of good public and community relations, in the interest and support of the MONG.

**CERTIFICATE OF MERIT, CIVILIAN.** To recognize the contributions made to the MONG by individual citizens, groups of citizens, organizations, companies, corporations, or other industrial related groups. This also includes community support of a local unit and public service support by a local industry.

#### **MISSOURI RESERVE MILITARY FORCE**

The mission of the Missouri State Guard is to supplement the MONG when necessary or replace the Guard when it is not available. Authorized by Chapter 41, Revised Statutes of Missouri.

## G1 DIVISION

The G1 Division is comprised of the Military Personnel Branch (Officer and Enlisted), Recruiting and Retention Branch, Administrative Services Branch, SIDPERS Branch, Records and Archives Branch, Publications Branch, Reproduction Section, Mail Distribution System, and Orders Section.

MILITARY PERSONNEL BRANCH. This branch is responsible for administration and management of personnel assigned to the MOARNG and keeps the Adjutant General informed on matters pertaining to military personnel management. Recommendations for personnel policies and preparation of directives are formulated in accordance with the Missouri Military Code, National Guard Regulations, and Department of the Army Regulations. This branch supervises and administers personnel actions including enlistments, appointments, transfers, promotions, reductions, separations, classifications, and maintenance of personnel records of MOARNG personnel. A roster of military personnel record files is maintained to include complete records of service for enlisted and officer personnel.

### MOARNG STRENGTH 30 JUNE 1986

	<u>Authorized</u>	<u>Assigned</u> <u>Total</u>
Officer	736	736
Warrant Officer	249	228
Enlisted	<u>8300</u>	<u>8260</u>
TOTAL	9285	9224

All officers and enlisted personnel are trained to be combat ready for mobilization with the active Army. They are assigned to the following branches.

Adjutant General's Corps	Medical Service Corps
Army Medical Specialist Corps	Military Intelligence
Army Nurse Corps	Military Police Corps
Chaplain Corps	Ordnance Corps
Medical Corps	Quartermaster Corps
Chemical Corps	Signal Corps
Corps of Engineers	Transportation Corps
Dental Corps	Aviation
Field Artillery	Finance
Legal	Veterinary Corps

OFFICER BRANCH. The Officer Branch is responsible for officer personnel actions, maintenance of personnel files, and the Officer Personnel Management System. During this reporting period there were 115 officer/warrant officer appointments and 100 separations.

ENLISTED BRANCH. The Enlisted Branch is responsible for enlisted personnel actions, maintenance of personnel files, enlisted casualty reports, Command Sergeant Major programs, enlisted qualitative retention program, processing requests for Initial Active Duty Training, preparing an annual report of screening, and preparing training and readiness status and unsatisfactory participation reports. During the period of this report this branch processed 2115 enlistments, 1165 losses; and ordered 743 non-prior service enlistees to active duty for training in a Federal status.

The enlisted branch manages the Army National Guard's Selected Reserve Incentive Program designed to increase enlistments, improve retention, and provide for force stability through reduced attrition and longer terms of service by offering various incentives. The Army National Guard is authorized to pay five types of incentives to qualified individuals: a cash enlistment bonus and educational assistance bonus for first-term soldiers, an affiliation bonus for former active component members with a remaining military obligation, a reenlistment/extension bonus (three or six years) for those who are nearing the halfway point to retirement, and the Student Loan Repayment Program for current and former college students that repays up to \$1,500 per year plus interest of a member's outstanding guaranteed loans for a six year enlistment or reenlistment in the Guard. Listed below are the incentives and the number of enrollees from 1 July 1985 to 30 June 1986.

Enlistment Bonus	369
Educational Assistance	126
Retention (Three Year)	78
Retention (Six Years)	309
Affiliation	42
SLRP	315

RECORDS AND ARCHIVES BRANCH. The Records and Archives Branch is responsible for the compilation and maintenance of military records of Missouri veterans dating from the War of 1812 including records for which service verification cannot be obtained from any other source. Proof of a veteran's service may be obtained either by the veteran or lineal descendant without charge, as outlined in Section 41.170 of Missouri's Revised Statutes.

Restraints placed upon the Branch by the Secretary of State's Records Management to retain records in the current files area for two years prior to submitting for microfilming continues in effect.

During the year we continued to provide service to those seeking genealogical data on an ancestor; furnished service verification for veterans whose records were reported as destroyed in the Records Center fire in St. Louis in 1973; addressed a number of Genealogical Societies throughout the state on the value of our holdings in research; ameliorated the archival record verification in response to requests from other governmental agencies; and provided support services to current National Guard members in the areas of awards, retirement eligibility, survivor annuities, and prior service verification.



STANDARD INSTALLATION/DIVISION PERSONNEL SYSTEM INTERFACE BRANCH (G1-SIB).

G1-SIB is an integral part of the G1 Division having responsibility for operating the Standard Installation/Division Personnel System (SIDPERS). SIDPERS is an automated personnel system which contains basic personnel data on each individual guard member. Organizational data is maintained on each Missouri Army National Guard unit.

G1-SIB consists of three sections: SIB Headquarters, Input/Output Section, and Files Management Section. A total of ten personnel are employed in the SIB.

SIB Headquarters is responsible for the day-to-day supervision of the SIB. The Input-Output Section receives, processes and accounts for incoming personnel transactions, and provides administrative support for the SIB. The File Management Section is responsible for maintenance of the automated files. Of primary importance is the quality assurance process, conducted by personnel of this section on each individual personnel transaction. Only the purest data is allowed to be entered by the Files Management Section.

SIDPERS provides personnel data to all echelons where it is used in personnel management, mobilization planning, budgeting and, most importantly, payment to individual guardmembers.

G1-SIB processes over 30,000 individual personnel transactions per year. SIDPERS is the largest single system currently in operation on the Missouri Army National Guard main computer.

PUBLICATIONS BRANCH. The Publications Branch provides many administrative services in support of the total ARNG. Included are:

- a. Requisitioning, receipt, storage, and issue of blank forms.
- b. Printing support.
- c. Approximately 7500 military orders were published this year.
- d. Maintain pinpoint accounts.
- e. Monitor proper procedures and use of the U.S. Mail by all MOARNG units. Ensure mail distribution procedures are proper at the HQ STARC location.

RECRUITING AND RETENTION BRANCH. The Recruiting and Retention Branch, which was organized in August 1973, has 81 soldiers serving as production recruiters, guidance counselors at the military processing stations, retention NCOs, marketing NCO, administrative support, and supervisory personnel. Their responsibility is the strength maintenance of 101 Army National Guard units located throughout the state.

The Recruiting and Retention Manager (RRM) is responsible for daily operations. The RRM is the principal advisor to the Adjutant General on recruiting and retention matters, to include administering programs as specified by the Department of the Army, the National Guard Bureau, and the Adjutant General. He/she is also responsible for the formulation, planning, coordination, and operation of the MOARNG recruiting and retention programs.

This year 2,219 soldiers were accessed through the cooperative effort and involvement of commanders and full-time support personnel with the full-time recruiting force. The full-time force presented Army National Programs, which included career planning, military benefits, and history of the Guard, to schools, community groups, labor organizations, and fraternal groups.

During this year the authorized strength decreased from 9,310 to 9,285 personnel. As of 30 June 1986, the current assigned strength was 9,224 which represented 99.3 percent of authorized strength.

### G3 DIVISION

The Plans, Operations and Training Officer (G3) is responsible for the organization, operations, education, training, combat readiness, mobilization, security, contingency planning, and military support to civil authorities within the MOARNG. Specific functions are as follow:

ORGANIZATION: The Missouri Army National Guard is organized into 45 mobilization entities (to include headquarters, Missouri State Area Command) that are included in the Department of the Army (DA) total force structure as approved by the Secretary of the Army. There are 21 organizational headquarters, battalion and higher level, and 55 company and detachment-sized units that are organic to a battalion or are separate numbered units. Considering spit units, there are 96 elements located in 57 Missouri cities, towns, and communities.

TRAINING. All units of the MOARNG are federal mobilization entities. Operations and training are conducted under the purview of the DA as promulgated by the U.S. Army Forces Command (FORSCOM). Doctrinal guidance is provided by DA Regulation, Army Training and Evaluation Programs (ARTEP), and other pertinent training publications. The Commander, Fifth U.S. Army, Fort Sam Houston, Texas, is responsible for the training supervision and evaluation of MOARNG units with a federal mobilization mission. The Adjutant General publishes implementing training directives to the units. Training requirements and objectives are specified on a yearly basis, to include annual training sites and logistical support requirements. Each unit publishes a yearly training program and subsequent quarterly or monthly training schedules covering training activities for 48 inactive duty training assemblies per fiscal year (1 Oct - 30 Sep). Specific annual training guidance and schedules are issued for a minimum of 15 days of annual training during each training year.

Guardmembers must always remain informed, alert, and eager to learn the most current of the continuing changes, new techniques, and technological advances demanded in modern warfare. To accomplish this, our guardmembers are required to attend resident instruction offered at the U.S. Army Branch Service Schools.

Federal funds managed by the G3 Division to support operations and training during FY 86 exceeded \$14,000,000. This included funding for annual field training, service schools, miscellaneous special training activities, and overseas deployment training.

A status of Resources and Training Report is submitted on a quarterly basis, by each mobilization entity. This report is processed through this office to the National Guard Bureau (NGB) and the Joint Chiefs of Staff (JCS). This report describes the total combat readiness posture of each unit. The data included in this report is used by NGB and DA to measure overall readiness of the total force and make command decisions.

The FORSCOM-directed affiliation program, which affects two engineer battalions and five separate companies of the state, provides limited funding for those units, and establishes a working relationship with like units of the active army. This program is administered by the training section, and generally consists of mutual training coordination and support.

Our units participate in domestic action projects on occasion when proper training criteria is met. Such projects provide military occupational specialty (MOS) training not always available to a unit, as well as assist the local communities.

INDIVIDUAL TRAINING EVALUATION PROGRAM (ITEP): This program is a diagnostic training and evaluation program designed to improve individual soldier and unit readiness. It is a continuous process, not just an annual evaluation. It consists of soldier training, proficiency evaluation, and training program modification to correct training weaknesses. Incorporating the Skill Qualification Testing into unit individual training programs is essential to meet the National Guards goal of fielding fully trained soldiers. This program has been expanded to include Military Occupational Skills (MOS) training for selected individuals and should result in increased individual qualification.

COMPETITIVE MARKSMANSHIP TRAINING: The Missouri Competitive Marksmanship Program is organized into five disciplines, the State Composite Rifle Team, State Composite Pistol Team, and the three Combat Teams -- Rifle, Pistol and Light Machine Gun.

Composite Rifle and Pistol Team members are primarily recruited through the combat competitive program. Individuals selected are those who possess interest, ability, and the desire to participate.

Combat Teams to represent Missouri at higher level command matches are selected through state championships where all battalions are encouraged to participate. The first place team of these competitive activities will advance to represent Missouri at the Winston P. Wilson Matches, Fifth Army Reserve Components Matches, and ultimately the All Army Matches.

Emphasis by the Small Arms Readiness Training Section (SARTS) is on competitive activities, with the individual soldiers training and participating at the unit level to produce future competitors.

By using the competition as a training vehicle, one of the basic skills vital to any soldier can be enhanced, as well as the in-depth development of skillful competitive shooters whose expertise can be returned to the unit in the form of training to the less skilled soldiers.

TRAINING AMMUNITION MANAGEMENT: Training ammunition is a relatively scarce commodity nationwide requiring authorized ammunition assets to be effectively managed by the training section through the Training Ammunition Management System (TAMS) for use by National Guard units. This management consists of developing, reviewing, and validating the unit statement of requirements for a specific training year; receiving yearly authorized

quantities and subauthorizing to major subordinate commands; processing and validating unit level ammunition forecasts for accuracy and entry of data into computer in a timely manner; tracking expenditures against subauthorizations and taking appropriate actions to increase or reduce subauthorizations necessitated by changes in training, missions, priorities, training sites and times. The TAMS enables managers at all levels to identify and prioritize critical training ammunition resources in addition to reducing or eliminating unnecessary expenditures.

Critical shortages exist in the following areas:

- a. 7.62 mm blank for M-60 machine gun.
- b. 7.62 mm ball for M-60 machine gun.
- c. Smoke grenades, all colors.
- d. LAW practice rounds (light anti-tank rockets).
- e. Illumination rounds for 40 mm grenade launcher.
- f. A few items in the demolition area.

PLANS, OPERATIONS, AND MILITARY SUPPORT. This section supervises and coordinates all matters pertaining to physical security of armories and storage facilities, conducts inspections of armories and arms vaults, and provides guidance to units on physical security procedures.

It develops plans for potential civil disturbances, prison, nuclear power plant, and other natural disaster state emergencies, and plans and conducts civil disturbance training for junior leaders of the Missouri National Guard.

It coordinates military personnel and equipment in support of military assistance to local authorities when the Governor declares an emergency. The Military Support section was operationally employed during 1 July 1985 to 30 June 1986 for the following state emergency:

<u>LOCATION</u>	<u>DATE</u>	<u>MANDAYS</u>	<u>ACTIVITY</u>
Scott County, MO	16-18 May 86	603	Tornado

Plans are developed to permit efficient preparation and implementation of a mobilization order and to support civil authorities in the reconstitution of the state following a nuclear attack. The plan coordinates support activities of all the military services and their reserve components, as well as designated agencies and specified civilian task force groups.

Maintaining current contingency plans requires continuous liaison with the active military services, their reserve components and the civil authorities of the state, county, and local political subdivisions. The plans are conceived, propagated, exercised, tested and revised as appropriate. This is necessary to ensure the plans are realistic and current.

The section is also responsible for the efficient operation of the Emergency Operations Center (EOC) in the Adjutant General's Office. The EOC, utilizing its many facilities, provides the required command, control, and logistical support to forces involved in operations.

To maintain an operationally responsive force capable of performing the wide variety of missions that could be assigned, the section provides many special emphasis training programs, briefings, and seminars.

This section is additionally responsible for the Telecommunications Security Program (COMSEC). This program deals with both hardware and software encoding and decoding equipment, and the associated administrative and security responsibilities. Also assigned are similar responsibilities relating to the Information Security Program (Document Security) and the State Operations Security Programs.

Additional missions are to supervise the implementation of the Physical Security Programs and to make the appropriate inspection of MOARNG units. To further increase the responsiveness and operational capability of the Missouri Military Forces, the section supervises the functioning of a statewide radio network, linking designated units and this headquarters. The system is utilized daily for administration and management during operations for command, control, and support to the forces involved.

MILITARY ACADEMY. A state Officer Candidate School (OCS) was instituted in 1962 and has provided the majority of new lieutenants for the Army National Guard of the state. Since inception, the OCS has graduated 751 Second Lieutenants. The U.S. Army Infantry School provides instructional materials for the course, with augmentations of the program of instruction by The Office of The Adjutant General of Missouri. The program for the Missouri Army National Guard OCS closely parallels that conducted by the Active Army, requiring strict discipline, academic proficiency, and leadership development.

The state Military Academy conducts various courses for Non-Commissioned Officers (NCOs). This includes a senior course for enlisted members in grades E8 and E9; advanced course for the E6-E7 level; and Primary Leadership Development Course for E4-E5 soldiers. The NCO School Program of Instruction is prescribed by the U.S. Army Training and Doctrine Command. During TY 86 a total of 450 NCOs graduated from these courses.

The Military Academy conducts a special "First Sergeant's Course" and is the focal point for the NCO Development Program, an informal program for continued NCO training and development at the unit level.

The Military Academy is the Adjutant General's proponent for various other leadership-oriented courses, including a "Unit Commanders Course" for company level commanders offered on an annual basis.

The Academy is also involved in training management workshops (BTMS Sustainment Program) conducted throughout the state. The Academy also conducts a 21-hour "Pre-OCS Training" program for applicants to the Fort Benning USA OCS.

## STATE MAINTENANCE OFFICE

Organizational, direct and limited general support maintenance is performed on all surface equipment issued to the MOARNG at 15 facilities. There are 182 full-time Civil Service technicians on board to man these facilities.

Included in these facilities are 14 Organizational Maintenance Shops (OMS) and one Combined Support Maintenance Shop (CSMS):

Troop Command OMS . . . . .	Raytown
1138th Engineer Battalion OMS . . . . .	St. Charles
1140th Engineer Battalion OMS . . . . .	Cape Girardeau
4th CS Bn (Main) 35th DISCOM OMS . . . . .	Poplar Bluff
1438th Engineer Company OMS . . . . .	Rolla
135th Signal Battalion OMS . . . . .	St. Joseph
35th Support Command OMS . . . . .	Marshall
Svc Btry, 1st Bn, 128th Field Artillery OMS . . . . .	Mexico
1035th Maintenance Company OMS . . . . .	Jefferson City
35th Engineer Brigade OMS . . . . .	Jeff Barracks
1106th Transportation Company OMS . . . . .	Springfield
1139th Military Police Company OMS . . . . .	Pleasant Hill
203d Engineer Battalion OMS . . . . .	Neosho
Co A, 4th CS Bn (Main) OMS/Unit Training Equipment Site . . . . .	Nevada
Combined Support Maintenance Shop . . . . .	Jefferson City

The OMSs provide backup organizational maintenance beyond the capability of using units. They maintain units' combat load of repair parts and provide organizational mechanics. They also serve as concentration points for equipment to be sent back to higher category maintenance facilities. These shops have 118 technicians on board.

The CSMS performs direct and general support maintenance that is beyond the capability of using units. This shop has 64 technicians on board.

### COMBINED SUPPORT MAINTENANCE SHOP

The Combined Support Maintenance Shop (CSMS) performs the highest level of maintenance tasks on Missouri Army National Guard surface equipment. The facility's highly trained technicians have the required tools and test equipment to perform Direct Support and limited General Support Maintenance. Equipment beyond CSMS capability must be sent to a depot activity for repair. Specific missions of the CSMS include:

1. Repair and return to using units or stock all items of ordnance, engineer, signal, chemical, quartermaster, and transportation equipment which require support maintenance.
2. Provide calibration service for test, measurement, and diagnostic equipment.
3. Provide technical assistance and instructional teams to units.



During FY 86 the CSMS performed a total of 3,594 maintenance jobs on various types of equipment. Each separate job received a thorough inspection to determine the scope of repairs and parts required. During the repair process inspectors frequently checked the quality of repairs being performed. Prior to items of equipment leaving the shop the items passed a final inspection which encompassed a functional test.

Special events during FY 86 in the maintenance area:

1. The MOARNG ended FY 86 with an equipment operational readiness rate of 89.01 percent even though several units deployed to Honduras for General Terencio 86 exercises.

2. The State Maintenance Office expended \$373,000 for maintenance training of our soldiers and \$45,700 on travel to repair equipment throughout the State.

## **SAFETY BRANCH**

The Safety Branch is directed by the Safety and Occupational Health Manager and directs the general safety and health program for all activities of the Missouri Army National Guard, except aviation safety. The mission of the Safety Branch is to reduce the number of personal injury and property damage accidents and to ensure all members of the Missouri Army National Guard are provided with a safe and healthful work and training place.

Programs for use of seat belts, infant seats, reduction of back and lifting injuries and heat injuries was continued this year. Significant changes in work habits and safety awareness by personnel were observed. The annual training special emphasis programs, produced by the National Guard Bureau were fully implemented.

Safety training to provide the tools necessary for supervisors to manage a viable safety program was continued. Five area safety schools were conducted and 125 personnel were trained using the standard Army Safety Center course.

The medical monitoring program was continued and expanded. Data bases for all personnel working in hazardous industrial operations were established. This base line data will be used to compare progress in the medical surveillance program.

Again, in 1986, the accident rates for personal injury and motor vehicle accidents dropped. This is noteworthy since the intensity of National Guard Training increases each year.

## **SENIOR ARMY ADVISER'S OFFICE**

United States Army personnel are assigned as advisers to the MOARNG under provisions of Federal law.

The primary objective of the adviser effort is to promote the training effectiveness and mobilization readiness of the Army National Guard. The adviser represents and acts as spokesman for the active Army for military matters that are of interest to the Missouri Army National Guard. The adviser serves in a full-time capacity and is responsible for assisting and advising commanders and staffs of designated Army National Guard units. The Senior Army Adviser serves as military adviser to the Missouri Adjutant General and is the direct liaison between the Adjutant General and Commander, Fifth United States Army, Fort Sam Houston, Texas.

Adviser personnel are not granted the authority to direct military personnel or units within the National Guard. Their presence is intended primarily to enhance the unit's successful accomplishment of assigned missions. Unit commanders retain the responsibility for combat preparedness and the judicious management of their authorized personnel and materiel resources.

The staff of the Senior Army Adviser is eleven officers, nine noncommissioned officers, and one Department of the Army civilian.

## **ENLISTED MILITARY PERSONNEL ADVISER**

The individual serves as the Senior Enlisted Adviser for the MOARNG to the Adjutant General. He is commonly known as the State Command Sergeant Major (CSM). The CSM is responsible to the Adjutant General and his staff in a variety of matters pertaining to policies and actions for enlisted personnel. He also performs a variety of duties necessary for efficient operations and the achievement and maintenance of readiness of the MOARNG personnel.

## MISSOURI AVIATION CLASSIFICATION AND REPAIR ACTIVITY DEPOT

The Aviation Classification and Repair Activity Depot (AVCRAD) located on the Springfield Regional Airport in Springfield, Missouri, has a multistate aviation maintenance mission and maintains National Guard aircraft for a 14-state area. The support area consists of the states of Arkansas, Illinois, Indiana, Iowa, Kansas, Missouri, Michigan, Minnesota, Nebraska, North Dakota, Oklahoma, South Dakota, Texas, and Wisconsin. The AVCRAD mission comprises General Support/AVIM maintenance and backup Direct Support/AVUM plus limited depot support maintenance for approximately 700 aircraft. Additional project work includes configuration control for ARNG aircraft, weight and balance of aircraft, maintenance by mobile teams, the repairables exchange program, the aircraft intensively managed items program, and management of quality control applications of civilian contracts performed on ARNG aircraft.

The AVCRAD was established in September 1961 to ensure a mobilization ready unit, well-trained in aviation maintenance. The shop's work load was controlled by the active Army until 1971 when the National Guard assumed responsibility for general support aircraft maintenance. There are only four AVCRAD units in the nation, located in Groton, Connecticut; Fresno, California; Gulfport, Mississippi; and Springfield, Missouri. Together the four AVCRADS have the responsibility for the entire ARNG general support/limited depot aircraft maintenance for the nation's fleet of National Guard aircraft.

The Missouri AVCRAD plays a vital role in ARNG aviation maintenance. AVCRAD is organized under a separate table of distribution and allowances in order to have all AVCRAD Technicians as members of the same Missouri National Guard unit for the purpose of mobilization.

The production completed at AVCRAD during Fiscal Year 1986 consisted of 123 general support aircraft repairs, 5781 components repaired, and 40 work orders accomplished by mobile maintenance teams. Funding for aircraft parts, tools, and operating expenses exceeded \$42 million in 1986. Cost of inventory at AVCRAD is estimated at \$13.9 million, not including cost of aircraft. All funding for AVCRAD operations are federal funds.

In addition to maintenance support of all Army National Guard aircraft in the midwestern United States, the MO-AVCRAD is tasked by the National Guard Bureau with nationwide support in the following areas:

a. A Modular Engine Test Stand (METS) is operated by MO-AVCRAD. The METS system has been operational since 1976. During 1986, 32 aircraft turbine engines were tested on the METS. Aircraft engines are a condition change component and when performance of an engine deteriorates, the MO-AVCRAD authorizes premature removal of the engine. The engine is then shipped to the AVCRAD for repair and testing on the METS. During 1986, 91 premature engine removal requests were authorized. The METS is one of six manufactured and purchased by the Army and the only one issued to the ARNG. The METS program titled "ARNG Consolidated Turbine Engine Repair Program" has proven to be very cost effective.

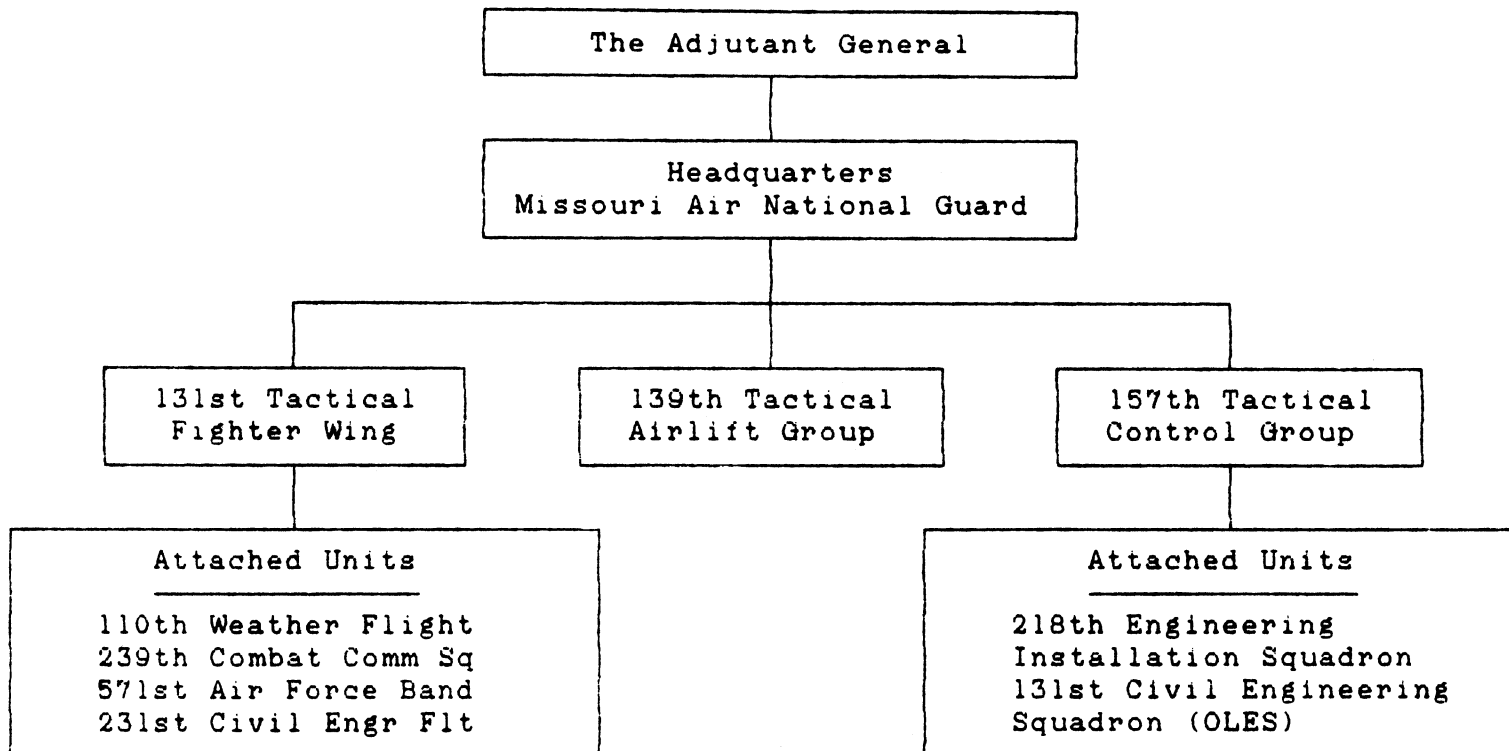
b. During 1986, the MO-AVCRAD received five AH-1S's (Cobra Attack Helicopters) from the Active Army's Attack Helicopter fleet. These aircraft have undergone an extensive inspect and repair as necessary program and readied for issue to National Guard units throughout the United States. This program is resulting in significant increases in the combat readiness of attack helicopter units nation wide.

c. The MO-AVCRAD continues to monitor the delivery and quality control acceptance of the Excalibur Modification Program for U-8F (Beechcraft) Fixed Wing aircraft. Fourteen aircraft of a total of fifty-one aircraft have completed the modification during 1986. Under this program the engines and avionics system of U-8F aircraft are updated to provide the National Guard with improved, more modern aircraft without the expense of procuring new aircraft.

The MO-AVCRAD continues to operate at its facility on the Springfield Regional Airport with 87 Guard members employed full time by the MO-AVCRAD. These employees possess an average of 11 years experience at the worker level and 21 years experience at the supervisory/management level.

MISSOURI AIR NATIONAL GUARD

ORGANIZATIONAL CHART



## MISSOURI AIR NATIONAL GUARD

Missouri has three Air National Guard Bases. Headquarters 131st Tactical Fighter Wing and assigned units are located at Lambert Field, St. Louis. The 139th Tactical Airlift Group and assigned units are located in St. Joseph, at Rosecrans Field. Headquarters, 157th Tactical Control Group and attached units are at Jefferson Barracks. Missouri Air National Guard units provide personnel and equipment in support of four major Air Force Commands: Tactical Air Command, Military Airlift Command, the Air Force Communications Command, and United States Air Forces Europe.

131ST TACTICAL FIGHTER WING/110TH TACTICAL FIGHTER SQUADRON. As part of the total force, the 131 TFW is one of the many Air National Guard and Reserve Units which account for 37 percent of the total tactical fighter resources of the Tactical Air Command. In 1986, the Wing and the 110th Tactical Fighter Squadron completed the conversion to the F-4E aircraft with its associated Pave-Spike and Maverick weapon systems. The Pave-Spike weapon system provides precision weapon delivery via laser guided munitions, while the Maverick weapon system, an air-to-ground electro-optical guided missile, gives a launch and leave capability along with its terminal guidance accuracy.

The combination of F-4E aircraft with these two weapon systems equates to a "special capability" that Missouri is the first to possess within the Air National Guard.

### MAJOR EVENTS

#### WINTERBASE 86, 23 Feb - 1 Mar 86.

The 131 TFW conducted an Operational Readiness Exercise (ORE) during Winterbase operations at Gulfport PFTS, MS.

139TH TACTICAL AIRLIFT GROUP forces continued participation in Military Airlift Command worldwide operations and National Guard airlifts in 1985-1986. The 139th deployed to Volant Oak in Panama 26 April to 10 May with 3 aircraft and 99 personnel. During airlift operations in 1986 we flew 3,355.5 hours, airlifted 5,667 passengers a total of 4,758,168 passenger miles, and airlifted 504.6 cargo tons a total of 618,976 ton miles. These missions were accomplished with severe airframe and flight crews shortages during 1986. The Resource Management Squadron, the Combat Support Squadron and elements of Aerial Port, Civil Engineers, Firefighters, Communications and Security personnel deployed to Air Force bases in California, Georgia, Washington, Mississippi, Hawaii, Denmark, and Korea for training. The Air National Guard Advanced Airlift Tactics Training Center (AATTC) continued with 19 classes scheduled from the ANG, AFRES, USMC, and USAF. A total of 75 crews received training during 1986 from the school. The 139th continued an excellent recruiting campaign and with an increase in manning overall and we still maintained 97 percent officer and 96 percent airmen assigned. The 139th has accrued over 104,719 flying hours without an accident in over 27 years, which is an outstanding achievement.

HEADQUARTERS, 157TH TACTICAL CONTROL GROUP and attached units are at Jefferson Barracks. Over 1,300 officers and airmen are assigned to this Group in the states of Missouri, Iowa, Kansas, Georgia, Alabama, and Tennessee. The Tactical Control Group mission is to provide command and control for air strikes, reconnaissance, and air-to-air intercepts in a forward battle area. All radar units are equipped with the same type radar equipment. Depending on terrain and altitude, the radars have the capability to interface with the Air Force's Airborne Warning and Control System (AWACS). When all systems are netted, it equates to a tremendous surveillance and control capability. Being a Ground Tactical Control System, our units are normally located in proximity to, or sometimes collocated, with Army field forces. Each radar unit is autonomous and has organic communications, vehicles, generators, life support, medical, and field kitchens for independent and sustained operations. Units are capable of being operational and controlling aircraft or providing surveillance within hours of arriving at their tactical location. The Air National Guard provides approximately 65 percent of the total Air Force Ground Tactical Air Control System capability.

During FY 86 three of our radar units underwent successful Operational Readiness Inspections conducted by the Tactical Air Command. Two units, the 115 TCS, Dothan, Alabama and the 129 TCF, Kennesaw, Georgia, deployed to Denmark to participate in Tactical Fighter Weaponry 86, August 1986. The Headquarters, 157 TCG will continue to press for more overseas exercises for all of its assigned radar units. Additionally, more complex and realistic training exercises, using material developed by the UNISYS Corporation, are being scheduled during monthly unit training assemblies.

218TH ENGINEERING INSTALLATION SQUADRON is one of nineteen similar squadrons in the Air National Guard. The unit is organized into 35 Combat Engineering Installation Teams, trained and equipped for engineering and installing radio, radar, telephone, cable, and antenna equipment. The 218th regularly deploys to bases throughout the United States and has completed special assignments in the European and Pacific theaters. The unit trains for its wartime mission by selecting regular Air Force projects and assigning a mix of experienced personnel and trainees. This results in a double benefit to the Air Force and the taxpayer since mobilization day trainees are qualified at the same time a required project is completed.

We did our first Strategic Air Command Digital Network jobs this year -- quite an education for all concerned. We took the first one on short notice, but managed to learn quickly. These are not easy jobs, but they are an excellent opportunity for training electronics branch people. We also did our first Open Planar Array radar antenna job at Howard Air Force Base in Panama. Highlights of the Wire Branch's year included an emergency response to repair antennas at Calumet, Michigan, and cable jobs at Cape Canaveral and MacDill Air Force Base. The unit also completed two long-standing in-house projects. The last Parkhill Wireline Adapters and the last Interbay Cables were shipped by the end of the year; we built a total of 900 Adapters and 2,555 Cables.



131ST CIVIL ENGINEERING SQUADRON (OPERATIONS LOCATION ENGINEERING AND SERVICES) was established in 1980 as a separate operating component of the 131st Civil Engineering Squadron located at Lambert St. Louis International Airport. The OLES is comprised of a Prime BEEF 1 team (command/control/engineering) and a Prime BEEF 2 team (rapid runway repair/base recovery after attack).

The unit deployed to Keesler AFB, Mississippi. While there, members of the squadron assisted Base Engineering forces by completing numerous quality of life projects. In particular the installation of a 50-ton chiller unit to provide air conditioning to the base library was a significant accomplishment.

121ST TACTICAL CONTROL FLIGHT is one of nine units assigned to the 157th Tactical Control Group. It is a Forward Area Control Post (FACP) in the Tactical Air Control System.

The unit deployed to Smartt Field in St. Charles, Missouri, for an Operational Readiness Inspection. The unit was evaluated on their combat readiness by the Ninth Air Force Inspection General Team.

#### MILITARY PERSONNEL

30 JUNE 1986

	<u>AUTHORIZED</u>			<u>ASSIGNED</u>		
	<u>OFF</u>	<u>AMN</u>	<u>TOTAL</u>	<u>OFF</u>	<u>AMN</u>	<u>TOTAL</u>
Headquarters, MOANG	19	13	32	16	12	28
131st Tactical Fighter Wing	160	1099	1259	147	948	1095
231st Civil Engr Flt	24	11	35	16	8	24
239th Cmbt Comm Sq	11	185	196	11	145	156
110th Weather Flt	3	10	13	2	9	11
571st Air Force Band	1	34	35	1	32	33
157th Tac Con Grp	44	94	138	40	89	129
121st Tac Con Flt	10	79	89	9	68	77
131st Civil Engr Sq (OLES)	6	52	58	4	53	57
218th Engr Instl Sq	10	224	234	8	196	204
139th TAC Airlift Gp	<u>125</u>	<u>733</u>	<u>858</u>	<u>121</u>	<u>705</u>	<u>826</u>
	413	2534	2947	375	2265	2640

## ORGANIZATIONAL STRUCTURE

<u>UNIT</u>	<u>LOCATION</u>	<u>COMMANDER</u>
Headquarters, MOANG	Jefferson City	Brig Gen John A. Slifer Jr.
<u>131st Tactical Fighter Wing:</u> All units except the Cannon Range are located at Lambert-St. Louis IAP		
Headquarters		Brig Gen John R. Layman
110th Tactical Fighter Squadron		Lt Col Percy W. Harrell
131st CAM Squadron		Lt Col Robert E. Rutkowski
131st Combat Support Squadron		Lt Col Edmund J. Thimme Jr.
131st Weapons System Security Flight		Capt Gerald J. Schoonover
131st Information Systems Flight		Maj Larry J. Hollrah
131st Civil Engineering Squadron		Lt Col Jeffry D. Felder
131st Tactical Hospital		Col Hugh S. Harris Jr.
131st Resource Management Squadron		Lt Col Kenneth A. Schroer
*239th Combat Communications Squadron		Lt Col Hugh H. Barton III
*110th Weather Flight		Lt Col John W. Louer III
*231st Civil Engineering Flight		Col Gordon J. Buchanan
*571st Air Force Band		Maj Stephen M. Aubuchon
Cannon Range, Ft Leonard Wood		Lt Col Jack R. Wilson
<u>157th Tactical Control Group:</u> All units located at Jefferson Barracks.		
Headquarters		Col David L. Van Winkle
121st Tactical Control Flight (FACP)		Maj George R. Niemann
**218th Engineering Installation Squadron		Lt Col James R. Holderread
**131st Civil Engineering Squadron (OLES)		Maj Donald R. Mestamacher
<u>139th Tactical Airlift Group:</u> All units are located at Rosecrans Memorial Airport, St. Joseph, Mo.		
Headquarters		Col Kenneth O. Gabriel
139th Resource Management Squadron		Lt Col Ronald H. Bates
180th Tactical Airlift Squadron		Lt Col Robert L. Biehunko
139th Civil Engineering Squadron		Lt Col Bruce E. Hansen
139th Combat Support Squadron		Lt Col Bruce R. Hill
139th Tactical Clinic		Col Donald E. Sklenar
139th Information Systems Flight		Maj Charles B. Smith
139th Advanced Airlift Tactics Training Center		Lt Col Howard W. Dixon
139th Mobile Aerial Port Flight		Maj Allen B. Hague
139th CAM Squadron		Maj Lonnie J. Lee
139th Weapons System Security Flight		Maj Walter L. Daffron III
*Attached to 131st Tactical Fighter Wing		
**Attached to 157th Tactical Control Group		

# OPERATION AND MATERIAL

## Pilot/Navigator (NAV) Utilization:

<u>LOCATION</u>	<u>PILOTS/NAV AUTHORIZED</u>	<u>PILOTS/NAV ASSIGNED</u>	<u>AVERAGE TOTAL TIME PER PILOT/NAV</u>	<u>AVERAGE UNIT ASSIGNED ACFT TIME PER PILOT/NAV</u>
St. Joseph	42/25	38/22	3079/4209hrs	1095/1027
St. Louis	45/37	40/32	2758/1810hrs	858/1120
St. Louis (T-33)	2/0	5/0	2910hrs	835
St. Louis (C-131)	3/0	3/0	2850hrs	413

## Aircraft Fuel Consumption:

<u>TYPE</u>	<u>GALLONS</u>
JP-4 (Jet)	10,457,176

## Aircraft:

<u>LOCATION</u>	<u>TYPE AIRCRAFT</u>	<u>QUANTITY</u>	<u>AVERAGE UNIT COST</u>	<u>TOTAL VALUE</u>	<u>AVERAGE AIRFRAME TIME</u>
St. Louis	F-4E	27	\$2,375,000	\$64,125,000	4200 hrs
St. Louis	T-33A	3	\$170,000	\$510,000	8150 hrs
St. Louis	C-131D	1	\$635,228	\$635,228	13,106 hrs
St. Louis	C-12F	1	\$657,000	\$657,000	10 hrs
St. Joseph	C-130A	10	\$3,188,696	\$31,886,960	12,906 hrs
TOTAL		42		\$97,814,188	

## Vehicular and Communications Equipment Assigned Statewide:

<u>EQUIPMENT</u>	<u>QUANTITY</u>	<u>AVERAGE UNIT COST</u>	<u>TOTAL VALUE</u>
Wheeled Vehicles	417	\$25,195	\$10,506,609
Radar Sets	1	\$2,043,000	\$2,043,000
Communications Sets	2	\$1,729,339	\$3,458,678
			\$16,008,287

## COMMUNITY IMPACT

Federal funds spent in Missouri in support of the Air National Guard during FY 86 are categorized as follows:

	St. Louis	St. Joseph	Total
Pay of Air Technicians	\$10,667,894	\$5,450,700	\$16,118,594
Full-Time, Military Duty Program (AGR)	\$1,638,533	\$1,816,600	\$3,455,133
Active Duty, IDT-UTA Payroll	\$7,480,411	\$3,556,500	\$11,036,911

Incentive Program (Reenlistment Bonuses)	\$116,325	\$59,500	\$175,825
Basic Training Program	\$167,412	\$143,300	\$310,712
National Guard Personnel Travel, Per Diem, Subsistence, Clothing & Uniform Allowances	\$397,549	\$351,600	\$749,149
Service Contract (Operation and Maintenance)	\$1,283,600	\$1,210,500	\$2,494,100
Major and Minor Repairs	\$162,600	\$616,600	\$779,200
Miscellaneous Supplies & Services	\$316,164	\$1,155,000	\$1,471,164
Base Procured Equipment	\$396,816	\$43,200	\$44,016
Planning, Acquisition & Construction	\$464,191	-0-	\$464,191
Investment Equipment Purchased	\$2,314,778	-0-	\$2,314,778
TOTAL	\$25,406,273	\$14,403,500	\$39,809,773

Six hundred fifty-three Federal Civil Service Technicians and full-time active duty personnel are employed. They are the hard core professionals keeping aircraft and equipment ready on a daily basis for instant response.

One hundred eight State employees (including Air Service Contract employees) maintain base equipment, utilities, roads and grounds, and provide base security and fire protection.

#### MISSION STATEMENTS

131st Tactical Fighter Wing. To attack and destroy enemy military forces, supplies, equipment, communications systems, and installations using conventional weapons. Attack and destroy targets in support of surface forces while engaged in joint operations. Provide active air defense by engaging and destroying enemy air forces in either offensive or defensive roles by visual interpretation or under direction of Airborne Warning and Control Systems.

239th Combat Communications Squadron. Train and administer assigned personnel and maintain equipment readiness to support the tactical air forces and to support emergency state or USAF requirements for communications or air traffic control facilities.

110th Weather Flight. Provide 24-hour per day tactical and nontactical meteorological services based upon USAF and US Army requirements for an armored cavalry regiment (ACR) with an organic airfield, drop zone, or helipad. Provide weather support at an ACR airfield and augment forces for 24-hour weather support at an Army CONUSA.

231st Civil Engineering Flight. A command/staff engineering augmentation flight trained to staff and manage civil engineering services, recover cell functions for a numbered Air Force within a theater of operations and/or at MAJCOM level in the command post, battle staff operations, including regional wartime construction prioritization and crash rescue fire suppression management.

571st Air Force Band. The Band is a Missouri Air National Guard unit attached to the 131st Tactical Fighter Wing (Lindbergh's Own) located at St. Louis Lambert International Airport. The Band meets one weekend per month and two weeks during the summer to train, rehearse, and perform. The mission of the Band is to establish and maintain favorable relations with the community that it serves, augment local recruiting efforts, and provide appropriate music for civil and military functions in its assigned area.

139th Tactical Airlift Group. Provide a capability to deploy, redeploy and employ, if necessary, air and ground fighting forces of the United States to any area of the world and provide fighting forces. Conduct peacetime operations which ensure maintenance of high state of readiness training to include full base support for the D-Day mission.

Headquarters, 157th Tactical Control Group. Command, organize, equip, administer, and train assigned elements of a tactical air control system (TACS) to provide control of all aircraft activities in support of tactical air operations, including air defense and centralized air space control over the combat zone.

218th Engineering Installation Squadron. Accomplishes the engineering, installation, removal and relocation of Ground Communications-Electronics-Meteorological (CEM) facilities. Performs serviceability certification and emergency and/or programmed on-site maintenance and modification of CEM equipment.

131st Civil Engineering Squadron (OLES). Recruit, train, equip and administer Prime BEEF teams for worldwide deployment and employment. Ready to provide a broad spectrum of civil engineering operations and maintenance services in support of the USAF/ANG mission within 28 hours notice.

121st Tactical Control Flight. Provides a combat ready forward air control post to the Tactical Air Command System. Its mission is to provide radar surveillance deep into hostile territory by command control of strike, reconnaissance, and air defense fighters in the forward battle area. Completely self-sustaining in the field, the unit provides its own electrical power, food services, medical support, transportation, and communications and maintenance support.

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HQ, 35th Support Command, 35th ID  
AVCRAD (1107th)  
HQ, 35th Engineer Brigade  
Troop Command, STARC  
HQ, 135th Field Artillery Brigade  
HQ, 635th Aviation Group  
HQ, 131st Tactical Fighter Wing  
HQ, 157th Tactical Control Group  
HQ, 139th Tactical Airlift Group  
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Assistant Adjutant General - Army  
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Deputy Chief of Staff  
State Military Executive  
Executive Support Staff Officer - Air  
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Equal Employment Manager  
Facilities Manager  
Financial Manager (State)  
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G1-AR  
G3  
Inspector General  
Public Affairs Officer  
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Safety Manager  
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